



**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
USAID/MADAGASCAR
Antananarivo, Madagascar**

March 22, 1999

Ms. Vivian Lowery Derryck
Assistant Administrator, Bureau for Africa
U.S. Agency for International Development
Washington, D.C.

Dear Vivian:

I am pleased to submit USAID Madagascar's FY 2001 Results Review and Resource Request. As summarized therein, Madagascar's structural adjustment program, USAID's Country Strategic Plan (CSP), and the U.S. Mission Performance Plan (MPP) all remain solidly on track. Madagascar today stands at a crossroads, a decisive time when its future hangs in the balance. It is positioned to become one of Africa's emerging market economies, enabling its people to break out of poverty and preserve its globally unique biodiversity for all humanity. Donor unity supporting World Bank and IMF decisions to postpone the critical second tranche of the structural adjustment program support has acted as a "wake-up call" to the Malagasy leadership. We are beginning to see a renewed commitment to democratic reforms and sound economic management.

During 1998 many of USAID's earlier investments in building Malagasy institutional capacity to support these objectives began to yield impressive results:

- Concerted lobbying by all concerned – the international donor community, GOM ministries, and the National Park Service – appears to have saved yet another of Madagascar's environmental treasures, Isalo National Park, from the "blue fever" of sapphire miners.
- The newly competitive Internet service industry that USAID's Leland Initiative helped establish successfully lobbied the Government to level the playing field further, as it agreed to allow private sector links to two major secondary cities early in 1999.
- The *Tany Meva* Foundation – which manages Africa's first private environmental endowment – made almost \$440,000 worth of grants to 40 indigenous NGOs.
- Madagascar's second joint public/private sector national polio campaign achieved almost 100% coverage, bringing eradication of this plague within Malagasy reach.
- During 1998's locust invasion, the National Environment Office, a longstanding USAID partner, successfully lobbied against unchecked pesticide use in protected areas and agriculturally productive watersheds that would otherwise have imperiled human health and biodiversity.

These and our many other achievements reflect our success in building public and private sector African ownership through USAID's mature, effective partnerships in Madagascar.

We discuss a number of **changes to the management** contract in this R4, including:

1) **Inadequate Program Funding to Achieve CSP Results:** The USAID program is a critical element of the overall MPP, thus, decreases in FY 1999 and future year funding will constrain our ability to meet our commitments. The control levels for all Mission Strategic Objectives in this R4 program budget for FY 1999 and FY 2000 are lower than those provided in the CSP review cable and the FY 2000 R4 review cable that together form our management contract. As discussed in more detail in the Resource Request at Section III, cuts to the FY 1999 budget for our Democracy and Growth (D&G) Special Objective will cause us to cut back planned expenditures in support of microenterprise by at least 25% and eliminate all our future efforts to reduce administrative barriers to trade and investment. These cuts would reduce our ability to improve the legal, financial, and policy conditions for trade and investment and decrease USAID's contribution to Madagascar's integration into the global economy, the principal goal of the MPP.

Similarly, shortfalls in FY 1999 and FY 2000 in the Population account will, if not addressed, make it difficult to ensure adequate availability of contraceptives, which are critical to achievement of USAID's "smaller, healthier families" SO and the MPP's "sustainable world population" goal. The continued supply of condoms is especially vital to the success of our social marketing and AIDS programs. The presence of AIDS cases, particularly in the eco-tourist "hot spots," could, if unchecked, undermine two goals of the MPP, reducing the spread of infectious diseases and securing a sustainable environment. We ask that you carefully consider our REVISED FY 2000 request to assure that adequate funding is provided to achieve USAID's results, the MPP's goals, and to further U.S. national interests in Madagascar.

2) **Adequate OE for Prudent Program Management:** We have received a virtual straight-line of our FY 1998 actual OE levels in all years. Thus, our O.E. target level of \$2,180,000 is acceptable as the minimum level needed to maintain accountability.

3) **Additional OE Needs to Address Transnational Security Threats:** The August 1998 bombings in Nairobi and Dar es Salaam were a sobering reminder of the real and present threat that U.S. Missions face from international terrorism and the need to step up our efforts to respond to these transnational threats. In light of this reality, IG/SEC conducted a security survey for USAID Madagascar in November 1998. They advised us that "...the main recommendation will be for the USAID facility to relocate." IG/SEC strongly recommended that the FY 1999 R4 budget reflect relocating, stating "...if the Mission does not relocate, the proposed security enhancements could cost up to \$100,000 and it still will not reduce your vulnerability [to] a bomb blast." State security teams also recommend the priority relocation of the Chancery. Post leadership is in agreement with USAID co-location with the Chancery, and is seeking to identify an acceptable site.

Given the urgency of the situation and the desire not to sink additional substantial costs into an undefendable site, we have requested in FY 1999 all costs associated with a physical plant relocation (\$515,318) and security upgrades (\$275,364) for USAID, including required new radio communication equipment. The latter is essential so that USAID is compatible with the new Department of State system being installed before the end of CY 1999. Recurrent additional costs attributable to security upgrades of \$111,143 in FY 2000 and \$117,319 in FY 2001 are requested

in the respective tables.

Annex A to this R4 includes a listing of minor changes in the wording of intermediate results that reflect the more mature program, and some clarifications of indicators in our Performance Monitoring Plan.

Because Madagascar is a Global Climate Change Initiative country, we have included the required reporting in a separate Annex D on GCC. Additionally, as an unfunded partner in the Greater Horn of Africa Initiative, we have reported on our contributions to GHAI results in Annex E. We have also taken advantage of the opportunity to present some of the more exciting aspects of Madagascar's program in voluntary annexes on our Evaluation Agenda (Annex F), Cross-Cutting Themes (Annex G), and Program Integration and Synergy (Annex H).

Please let us know if you have any questions or need for clarifications prior to the review.

Warm regards,

Karen M. Poe
Director



U.S. Agency for International Development
Bureau for Africa

MADAGASCAR

FY 2001

RESULTS REVIEW AND

RESOURCE REQUEST

March 1999
USAID/Madagascar
Antananarivo, Madagascar

The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Madagascar and was assembled and analyzed by USAID/Madagascar. The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Karen M. Poe, Director, USAID/Madagascar. Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent St., Suite 200, Arlington, VA 22209-2111
Telephone: 703-351-4006 ext. 106, Fax: 703-351-4039
Email: docorder@dec.cdie.org, Internet: [HTTP://WWW.DEC.ORG](http://WWW.DEC.ORG)

Please Note:

The attached FY 2001 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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USAID Madagascar FY 2001 Results Review and Resource Request

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I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Madagascar is positioned to become one of Africa's emerging market economies, enabling its people to break out of poverty and preserve its globally unique biodiversity for all humanity. FY 1998 was a year of transition, both in Malagasy political and economic arenas as well as the within the U.S. Mission. Madagascar's structural adjustment program (SAP), USAID's Country Strategic Plan (CSP), and the Mission Performance Plan (MPP) all remain on track, but the gains have been hard won. The year of transition is now over. New relationships and frameworks are in place so that 1999 should yield accelerating results.

Madagascar's SAP was initiated in 1996, and earlier short-term, high impact measures such as debt rescheduling and liberalizing the exchange rate have given way to longer-term, more difficult International Financial Institution (IFI) conditionalities. In 1998, two of the difficult conditionalities that engaged all parties were more vigorous tax enforcement to increase fiscal receipts, and real movement on privatization of state-owned enterprises.

In pursuit of fiscal receipts, the GOM decided to rescind exemptions previously given to export processing zone (EPZ) firms from the value-added tax (VAT), requiring instead that they pay it and then file for reimbursement. This move was taken in order to decrease widespread abuse of the exemption, and had the IMF's support. Unfortunately, the GOM did not consult with EPZ firms prior to rescinding the exemptions, and this led to a major breakdown in the dialogue between the Government and private sector which is only now being restored. On privatization, the IMF and World Bank, with the support of bilateral donors, made clear to the Government that new structural adjustment loans would not be available until the two state-owned banks and one large private enterprise were privatized. By the year's end, although still moving slowly, the process had made progress. USAID-financed technical assistance facilitated privatization of FAMAMA, a cashew nut enterprise, the first privatization under the current SAP. This helped set the stage for movement on the World Bank and IMF conditionalities. By the end of the year, privatization of one state-owned bank was completed; bidders were being sought for the other bank; and the GOM had issued a call for bids on the state petroleum company.

Despite tensions between the GOM and private sector, private investment as a percentage of GDP actually increased slightly from 5.2% in 1997 to an estimated 5.3% in 1998. GDP growth was estimated at 3.9% in 1998, slightly higher than 1997's 3.7%, and inflation remained in single digits, at an estimated 6.4%. The Ministry of Finance and Economy's 1999 GDP growth projection of 4.7% reflects confidence that some of the hard decisions of past years will yield improved growth.

On the local political scene, there were some significant shifts of power. In March, voters narrowly adopted a revised constitution by referendum, concentrating national power in the Presidency but calling for substantial provincial autonomy. The former set of revisions was of particular concern, given President Ratsiraka's earlier long socialist dictatorship. In May, however, the voters elected a new National Assembly, in which the President's party won a plurality, but not a majority of the seats, and early concerns about an excessively strong executive Presidency were somewhat assuaged.

At the U.S. Mission, the Embassy experienced a near complete turnover of officers, with a new Ambassador, DCM, Political, and Economic Officers as well as a new USIS director and deputy. The new officers are all seasoned Foreign Service professionals, but the learning curve is steep with so many simultaneous changes in senior Post management. As a result, USAID has devoted much time to working with our new Embassy and USIS colleagues to ensure a smooth transition and rebuild a strong and effective U.S. Mission team.

At USAID, although there was little USDH turnover, three essential USDH positions remained vacant. These gaps, when combined with normal leave/training schedules, resulted in the Mission operating with the equivalent of 50% of its eight USDH for most of FY 1998 and FY 1999. This reduced team devoted significant time and energy to managing major transitions in program implementation, as almost all contracts and grants for implementing our natural resources and health/population/nutrition programs were rebid and new awards made. Maintaining program momentum was a challenge during this period, as contractor and grantee staff were understandably preoccupied and uncertain of their futures. To continue the strong partnerships with implementing agencies on which we have long prided ourselves, the Mission spent a great deal of time and effort over the past year facilitating transitions to these new technical assistance teams. We are confident that our time has been well invested and that in the coming year accelerating results will accrue, due in large part to our careful attention to the core principles of teamwork and empowerment in this transition year.

Despite the transitional demands summarized above, during 1998 many of USAID's earlier investments in building Malagasy ownership and institutional capacity to achieve our CSP and MPP goals began to yield impressive results:

- Concerted lobbying by all concerned – the international donor community, GOM ministries, and the National Park Service – appears to have saved yet another of Madagascar's environmental treasures, Isalo National Park, from the "blue fever" of sapphire miners.
- The newly competitive Internet service industry that USAID's Leland Initiative helped establish successfully lobbied the GOM to level the playing field further, as it agreed to allow private sector links to two major secondary cities early in 1999.
- The *Tany Meva* Foundation – which manages Africa's first private environmental endowment – made almost \$440,000 worth of grants to 40 indigenous NGOs.
- Madagascar's second joint public/private sector national polio campaign achieved almost one hundred percent coverage, bringing eradication of this plague within Malagasy reach.

These and our many other achievements reflect our successes in building African ownership through USAID's mature, effective partnerships in Madagascar. The transitions are happily behind us, and this R4 documents that our program is still on track. USAID and the newly reconstituted U.S. Mission Team are using this R4 exercise as a precursor to refine the MPP in light of these new realities. Figure 1 on the following page demonstrates that the USAID program is fully in support of the MPP, and outlines the contributions of USAID to principal U.S. national interests and strategic goals.

**Figure 1: Contributions of USAID Madagascar to Embassy Antananarivo's
Top Three Priority U.S. National Interests and Strategic Goals**

Principal U.S. National Interests and Strategic Goals for FY 1999-2001 Embassy Antananarivo's Mission Performance Plan (MPP, draft February 1999)	Contribution of USAID Madagascar to Principal U.S. National Interests and Strategic Goals during 1998
<p><i>Preliminary MPP U.S. Interest #1: Economic Prosperity: Accelerating Madagascar's Integration into the Global Economy:</i></p> <ul style="list-style-type: none"> ● promoting structural reform and economic development; ● increasing trade and investment links; ● decreasing barriers to trade and development; ● enhancing food security. 	<p>USAID financed economic analyses and participatory fora to promote informed decision-making on key structural adjustment issues such as tax transparency and administrative barriers to trade and investment; provided critical technical assistance to facilitate Madagascar's first privatization of the current adjustment program; provided assistance to the GOM body charged with coordinating Madagascar's response to the Y2K problem; and leveraged significant resources to protect food security through early, effective assessment of and recommendations concerning 1998's locust infestations.</p>
<p><i>Preliminary MPP U.S. Interest #2: Democracy and Human Rights:</i></p> <ul style="list-style-type: none"> ● strengthening respect for human rights, especially the rights of women and children; ● building accountable democratic institutions and inclusive society; ● promoting anti-corruption/transparency and the rule of law; ● strengthening the court system; ● increasing access to technology and information. 	<p>USAID financed participation of Madagascar in the Second International Conference on Women in Africa; collaborated with the GOM and other donors in legal reform including a new law formally establishing arbitration as an Alternative Dispute Resolution method; supported high-profile efforts to mobilize civil society to combat corruption; supported the compilation of commercial law texts so that they will be readily accessible to legal practitioners and the public at large, and modernization of Business Law; contributed to a national NGO fair that spurred regulations to implement a long-awaited NGO law; developed a strong and effective relationship with civil society organizations, especially women's groups; strengthened communications between municipal governments and civil society in Mahajanga and Fianarantsoa; and increased citizen access to information and technology by expanding Internet access to the National Assembly and Central Bank.</p>
<p><i>Preliminary MPP U.S. Interest #3: Global Issues: Decreasing Transnational Security Threats:</i></p> <ul style="list-style-type: none"> ● addressing counter-terrorism/drugs/crime; ● peacekeeping and conflict resolution; ● securing a sustainable environment and reducing environmental degradation; ● stabilizing population growth ● protecting human health and reducing the spread of infectious diseases. 	<p>USAID's environmental partnership mitigated environmental degradation by fostering cutting edge linkages between development and conservation; fostered biodiversity conservation and sustainable natural resource management within diverse ecologically defined landscapes; and began to establish sustainable conditions for environmental organizations and policies necessary for biodiversity conservation efforts. USAID's smaller, healthier families partnership promoted child survival, helped stabilize population growth through family planning and reproductive health, and decreased the spread of HIV/AIDS/STIs and other infectious diseases.</p>

II. PERFORMANCE ANALYSIS

Figure 2: USAID Madagascar Results Framework

<u>Goal:</u> Reduced Poverty
Special Program Objective: Improved Environment for Private Initiative IR1.1: Improved legal, financial, and policy conditions for trade and investment IR1.2: More informed public participation in economic and legal issues.
Strategic Objective Two: Smaller, Healthier Families IR2.1: Family Level: Increased use of services and healthy behaviors. IR2.2: Community Level: Increased community participation leading to improved health and food security IR2.3: Health Center Level: Increased access to quality health services. IR2.4: Institutional Level: Increased capacity to plan and manage programs. IR2.5: Policy Level: Improved policies, program advocacy, and decision-making.
Strategic Objective Three: Biologically Diverse Ecosystems Conserved in Priority Conservation Zones IR3.1: Improved management of critical biodiversity habitats. IR3.2: Sustainable use of natural resources in broader landscapes. IR3.3: Sustainable financing mechanisms mobilized. IR3.4: Development and application of environmental policies, legislation, and procedures.

A. SPECIAL PROGRAM OBJECTIVE: IMPROVED ENVIRONMENT FOR PRIVATE INITIATIVE

1. Summary: In the early 1990s, Madagascar began the transition from a socialist, state-dominated regime to one based on democratic, open-market principles. Following restoration of macroeconomic stability in the mid-1990s, it re-established relations with the Bretton Woods Institutions and initiated a new Structural Adjustment Program (SAP) with support from the World Bank and IMF. Progress during the first two years of the SAP was slower than expected. Recently, however, the GOM began to accelerate satisfaction of key conditionalities; last year a large state-owned bank was privatized, and other large enterprises are expected to follow. These actions suggest that in 1999 sufficient progress will be made to enable the IFIs to release a second phase of support. USAID's integrated democracy and growth (D&G) Special Program Objective supports key objectives of Madagascar's SAP in partnership with other donors and the GOM. USAID has facilitated the drafting of important laws governing business, and new text on arbitration has been promulgated into law. The frequency and quality of the debate on key public interest issues has increased, and the GOM is now asking USAID-supported researchers for specific analyses on which to base key policy decisions such as tax reform.

2. Key Results: USAID's D&G team focuses on results in three technical areas: i) legal and judicial reform; ii) improved access to financial services; and iii) more informed public policy dialogue and decision-making. It has met or exceeded 1998 targets for all three of the indicators reported in this R4. Based on these and other important results described below, the Mission considers the D&G program to be on-track.

3. Performance and Prospects: Considerable progress has been made towards achieving IR1.1, *Improved legal, financial, and policy conditions for trade and investment*. Table 1 shows that the target for 1998 of one law modernized in a major area of business law was met. New legislation establishing the legal basis for arbitration was adopted by the National Assembly and promulgated into law. This law is expected to contribute to quicker resolution of commercial disputes and will engender greater investor confidence, especially among foreign investors. The business law reform priorities and prospects for the next two years are given in Table 1.

Complementing the legal reform work, efforts are underway to improve the functioning of the judiciary. This year, basic equipment needed to expedite court cases will be purchased and distributed to virtually all courts outside Antananarivo. In addition, in response to the dire lack of adequate legal information, USAID has financed the compilation of all the nation's business codes. This prodigious work is in its final stages; the codes are being revised in response to comments by the Malagasy Committee of Judges. We expect to distribute 1000 copies of the 18-volume compilation this year, providing Malagasy judges, lawyers, and university professors with the complete set of these codes for the first time. This year, via an interagency agreement with USIS, we will support the training of journalists in the accurate and objective coverage of economic and legal issues. This will further promote the dissemination and analysis of legal information, and will strengthen the role of the press in promoting public accountability.

Further complementing the legal reform efforts, USAID has helped the National Assembly to strengthen its capacity to review and draft legislation and to communicate more effectively with its constituents. In collaboration with the U.S. Embassy, we helped the Assembly establish Internet connectivity and create the first website for a Francophone African Parliament, at <www.an.online.mg>. With USAID assistance, the National Assembly held its first public committee hearings, including one on the need for an Ethics in Government Law.

In collaboration with the Foreign Investment Advisory Services (FIAS), a World Bank affiliate, USAID supported a study on administrative barriers to investment in Madagascar. The study has been vetted with Government officials and private sector representatives, resulting in a plan of action for reducing these barriers. Once this plan is in place, USAID efforts will focus on helping to carry out the actions specified therein.

USAID has also provided technical support to the Savings Bank of Madagascar (CEM), the nation's foremost institution serving poor households and small savers, to enhance its sustainability. Table 2 shows that the CEM has continued the formidable growth in its deposit and client base we reported last year. Nominal deposits grew by nearly 45%, or by 38% in real terms. The number of clients grew by over 10%. In June 1998, USAID supported the establishment of a contract between the CEM and Western Union to provide money transfer services. This has enabled ordinary citizens to access funds from foreign sources as securely as do large clients of international banks. This year, with technical support from the USAID Regional Inspector General's Office, USAID is funding an independent financial audit of the CEM to improve its financial management. USAID is also financing a comprehensive diagnostic of the CEM to inform its strategic management and to provide the Mission with the analytical tools needed to design our next phase of support for microfinance development.

Results of IR1.2, *More informed public participation in economic and legal issues*, include those described in Table 3. With assistance from the USAID-financed *Rary* ("weaving") Project, two major municipalities, Mahajanga and Fianarantsoa, have improved the quality of the public policy dialogue between local officials and constituents. This has enabled citizens to exert greater influence over decisions on tax and expenditure policy and to hold elected officials more accountable. It has also convinced municipal authorities of the need to communicate to taxpayers what they will get in return for their taxes. This year *Rary* will deepen efforts to ensure that these communications services are effective and sustainable. Project leaders plan to tackle the issue of access to potable water in Mahajanga and extend the lessons learned to the national level, and to support civil society partners' efforts to initiate effective advocacy actions. The success of civic participation in public policy debate is beginning to spill over to the national level as the government reaches out to business associations and civil society organizations prior to adopting changes to the tax code and investment regime. USAID's support for the Chamber of Accounts auditing of six municipalities has also improved transparency in public funds accountability.

Several important collaborative economic studies were carried out this past year and results discussed in fora comprised of government, private sector, civil society and university participants. One study analyzed the economic impact of proposed changes in fiscal policy. Its dissemination has raised public awareness of the possible adverse impacts on the poor of a proposed new head tax, and of the need to link expansion of the tax base with expansion of public

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services, especially towards the poor. The researchers have now been asked by the GOM to conduct a follow-on study on the distributional consequences of different variants of the proposed new tax. Other collaborative research has shown that while reforms begun in the mid-1980s have increased private sector participation in the marketing of agricultural goods, agricultural productivity remains exceedingly low due to the low level of agricultural inputs applied to Malagasy farming. The study is being used by the GOM to develop the nation's Rural Development Strategy, which will direct government and donor resources to address this critical constraint. Finally, another study examined means of increasing tax transparency. Several recommendations have been followed, including those aimed at eliminating ad hoc tax exemptions. The work under these highly collaborative research activities helps strengthen the capacity of Malagasy research institutions to conduct high quality policy analyses and apply the results to decision-making.

4. Possible Adjustments to Plans: Given the cut we have already absorbed in FY 1999 funding, and the further cut now included in the FY 2000 CP planning level, we face a significant shortfall from the *minimum* life-of-strategy level in our approved CSP. We cannot achieve all planned results at this reduced level of funding. Thus, we recommend that funds for this objective be restored to at least the minimum CSP level. If this level is not restored, we would cut two major initiatives. The first casualty would be follow-on support to work already done on reducing administrative barriers to investment. Raising investment is key to sustained growth and poverty reduction; thus, USAID collaborated last year with the World Bank on a comprehensive study of such barriers. GOM and private sector representatives are now using it to produce an Action Plan for eliminating these barriers and increasing Madagascar's competitiveness. Implementation of that Plan is to form part of the policy conditions of the SAP. Current funding scenarios, however, would not allow us to support this process. Second, we would significantly trim planned work with the CEM (which represents some six percent of the adult population) to extend the reach of the financial system to small savers and borrowers. This would limit the options available to us for expanding microenterprise development activities, in particular partnering for microcredit delivery.

5. Other Donor Programs: Long-term technical assistance from the World Bank and the French complement USAID's support for commercial law reform. USAID and the World Bank also conducted an organizational audit of the Ministry of Justice, which is expected to lead to reforms in the administration of justice to make it more responsive to citizen needs. USAID and the FIAS completed a study of administrative barriers to investment that led to a plan of action for reducing such barriers. As noted, USAID's civil society/local government dialogue program supports other donor programs aimed at strengthening democratic institutions and local government capacity.

6. Principal Contractors, Grantees or Agencies: Associates in Rural Development and Checchi Consulting, Jureco (a local law firm), ECR (a local law firm), Pact, Cornell University, International Food Policy Research Institute, State University of New York at Albany, U.S. National Conference of State Legislatures, Management Systems International.

D&G Performance Data Table 1

OBJECTIVE: Improved environment for private initiative			
APPROVED: July 22, 1998 COUNTRY/ORGANIZATION: USAID/Madagascar			
RESULT NAME: IR 1.1 Improved legal, financial, and policy conditions for trade and investment			
INDICATOR: Laws modernized in major areas of business law. ^(a)			
UNIT OF MEASURE: Number of laws modernized in major areas of business law	YEAR	PLANNED	ACTUAL
	1997 (B)	0	
SOURCE: Business Law Reform Commission, Ministry of Justice, Official Gazette	1998	1 ^(c)	1
	1999	3 ^(d)	
INDICATOR/DESCRIPTION: Laws modernized in major areas of business law adopted by the National Assembly ^(b)	2000	4	
	2001	2	
COMMENTS: ^(a) Analysis and selection of the legal reform priorities was determined in 1998 by the Malagasy Business Law Reform Commission, the Ministry of Justice and other ministries, with the support of U.S. technical assistance. ^(b) To qualify for inclusion as part of this indicator, a law must have benefited from USAID- financed technical assistance in terms of draft, comment and/or review while in draft stage, be significant in terms of its potential to remove a major obstacle to trade and/or investment and improving the environment for private initiative, and have been adopted by the National Assembly. ^(c) The new arbitration law was adopted and promulgated in 1998. Technical assistance provided by USAID helped to integrate key features of the United Nation's UNCITRAL model on international arbitration thus ensuring greater conformity to global standards. To promote the use of arbitration and other Alternative Dispute Resolution (ADR) techniques within Madagascar, this year efforts will focus on training in ADR and the creation of local capacity to employ ADR methods. ^(d) The following laws are the focus of reform for 1999 and 2000: Competition Law, Tradesman Status Law and Trade Registry Law, Company Law, Commercial Contracts Law, Bankruptcy Law, Law Governing Credit and Collateral, and Labor Law. USAID expects that three of these laws will be adopted in 1999.	2002	2	

D&G Performance Data Table 2

OBJECTIVE: Improved environment for private initiative			
APPROVED: July 22, 1998 COUNTRY/ORGANIZATION: USAID/Madagascar			
RESULT NAME: IR 1.1 Improved legal, financial, and policy conditions for trade and investment			
INDICATOR: Deposits and number of clients at the Savings Bank of Madagascar ^(a)			
UNIT OF MEASURE: 2a: FMG deposits (FMG million) ^(a,b) 2b: Number of Clients ^(d)	YEAR	PLANNED	ACTUAL
SOURCE: Savings Bank of Madagascar (CEM)	1996 (B)		
INDICATOR/DESCRIPTION: - "Deposits" include only CEM client savings deposits. - "Number of Clients" includes only CEM clients who have a savings deposit account. COMMENTS: Based on the outcome of the diagnostic of the CEM in the first half of FY 1999, we may be revising associated indicators in future years. ^(a) Figures are in nominal terms, but each year we report on the change in real terms. 1998 figures are as of November 15, 1998. ^(b) In 1998, the average (monthly) exchange rate was approximately FMG 5400 = \$1US. ^(c) In 1998, CEM nominal deposits grew by 44.8%, which translates roughly into a real increase of 38%. ^(d) Based on the outcome of the diagnostic of the CEM in the first half of 1999, we may revise associated indicators. NOTE: On November 16, 1998, the Post Office imposed deposit and withdrawal taxes on CEM clients. We are assessing with the Government and the CEM the impact of these taxes, and the CEM is pursuing alternative arrangements for compensating the Post Office. Approximately 80% of CEM clients are now depositors at the autonomous CEM agencies and thus unaffected by this tax.	<u>Deposits:</u> 29,000 <u>Clients (Total):</u> 372,700 Female: 168,722 Male: 196,837		
	1997		
	<u>Deposits:</u> 38,000 <u>Clients (Total):</u> 428,000 Female: 198,176 Male: 222,426		
	1998		
	<u>Deposits:</u> 100,000 <u>Clients (Total):</u> 460,000 Female: 219,647 Male: 244,722		114,030 ^(c)
	1999		
	<u>Deposits:</u> 120,000 <u>Clients:</u> 500,000		
	2000		
	<u>Deposits:</u> 145,000 <u>Clients:</u> 545,000		
	2001		
	<u>Deposits:</u> 170,000 <u>Clients:</u> 595,000		
	2002		
	<u>Deposits:</u> 200,000 <u>Clients:</u> 650,000		

D&G Performance Data Table 3

OBJECTIVE: Improved environment for private initiative			
APPROVED: July 22, 1998 COUNTRY/ORGANIZATION: USAID/Madagascar			
RESULT NAME: IR 1.2 More informed public participation in economic and legal issues			
INDICATOR: Key actions taken by powerholders to increase communication and dialogue with civil society on economic and legal issues			
UNIT OF MEASURE: Number of discrete, visible or documented actions.	YEAR	PLANNED	ACTUAL
SOURCE: Pact/ <i>Rary</i>	1996 (B)	0	
INDICATOR/DESCRIPTION: Actions include for example, holding public hearings, town meetings and the appointment of Civil Society representatives on government bodies. COMMENTS: " <i>Rary</i> " is the name of an activity carried out by Pact. <i>Rary</i> means "weaving" in Malagasy. ^(a) Targets from 2000 to 2002 will be determined this year during the design of the follow-on activity to <i>Rary</i> . ^(b) Only those actions supported under <i>Rary</i> for which documentable evidence is available are reported here. The actions include: (1 and 2) Official creation of a Communications Service within the executive branches of the municipalities of Fianarantsoa and Mahajanga (counted as two separate actions); (3) Official creation of a Permanent Council on Communal Communications in Fianarantsoa with representatives from Civil Society to develop municipal policy on communications; (4) Inclusion of CSO representatives on the committee responsible for the development of municipal policy on water management in Mahajanga; (5) Representatives of the Prime Minister's Office, the Ministry of Energy and the Ministry of Land Management met with a group of associations in Mahajanga and responded to questions on priority issues identified at the grassroots level; (6) A roundtable organized by municipal authorities of Fianarantsoa gathered an array of representatives from the government and civil society, including outspoken political opponents, to discuss the property tax issue; (7) For the first time, municipal authorities of Fianarantsoa visited local neighborhoods to speak to citizens about the property tax and withstood considerable criticism from outspoken community representatives. ^(c) 1998 and 1999 targets have been revised because we have merged this indicator with the indicator "Key public issues addressed with the participation of Civil Society" as per consultation with USAID/Washington.	1997	3	3
	1998 (b)	7 (c)	7
	1999	5	
	2000	TBD ^(a)	
	2001	TBD	
	2002	TBD	

B. STRATEGIC OBJECTIVE TWO: SMALLER, HEALTHIER FAMILIES

1. Summary: In 1995, when USAID expanded the focus of its activities in this sector to encompass child survival as well as family planning efforts, Madagascar's population was growing at 2.8% a year, and was expected to double to over 25 million in less than 25 years. Only five percent of eligible women in the country were using modern contraceptives. Condoms were difficult to procure. Of every 1000 children born, 162 were dying before the age of five, and over half of these children were stunted from malnutrition. With USAID support, Madagascar and its development partners are working to change these and other health, nutrition and demographic indicators, and to prevent the spread of HIV/AIDS and STIs. This will require improving access to family planning, child survival, and reproductive health services, attention to food security and nutrition, and a focus on interventions in areas where the AIDS epidemic is beginning. Lack of good data until recently made policy and program planning difficult, so USAID is also giving high priority to data collection, analysis and use in the decision making process. The direct beneficiaries of our interventions will be families and individuals, particularly young children, women of reproductive age, and those vulnerable to either sexually transmitted diseases or natural disasters.

2. Key Results: USAID's health, population, nutrition (HPN) team focuses on results in five technical areas: (i) increasing the use of modern contraceptives; (ii) improving the health of children age three and under; (iii) preventing HIV/AIDS/STIs (sexually transmitted infections) through activities targeted to high-risk populations; (iv) increasing the dissemination of quality program data and use by policy makers, and (v) improving household food security by integrating general health and other development to the P.L. 480 Title II food aid program. In 1998, the HPN team efforts exceeded targets for two key indicators, and fell short for two others; on balance, USAID considers its *smaller, healthier families* program to be on track.

3. Performance and Prospects: Performance over the past year has exceeded targets for contraceptive use. The program provided close to 300,000 couple years of protection through all methods, representing a fourfold increase over five years (Table 1). In addition, family planning service provision also exceeded the target, with 820 clinical sites providing services, versus 800 planned (Table 2). The potential for expanding to new sites is high, as the Ministry of Health has over 2000 fixed facilities and its interest is keen. USAID's new lead technical assistance contractor for HPN plans to work in an additional 20 districts, and will assist in expanding services at new partner clinics. USAID recognizes the need to balance expanding geographic access with the need to assure quality, and will monitor planned expansions closely. USAID is also working closely with its partners to determine the optimal mix among fixed sites, community-based distribution, and commercial providers to assure that, ultimately, Madagascar's contraceptive prevalence rate maintains the projected one percent per year trajectory USAID believes is possible, and necessary to achieve this SO.

Sales of condoms increased by 15% in 1998 to almost 3.4 million (Table 3). This was below the 5 million target, due to the transition from one cooperating agency (CA) to another in 1998. The Mission believes that technical assistance in social marketing, a new area in Madagascar, needs to be reinforced to continue expansion, and thus asked the new CA to recruit a resident adviser, who arrived in January 1999. Given the lower level of achievement in 1998, we have adjusted the

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target for condom sales downward for FY 1999. We have maintained the original 2002 target, based on the assumption that the program will expand rapidly in the future after transition problems are resolved.

Planned achievements in child survival were mixed. The BASICS Project, which finished in 1998, developed and implemented an innovative community-based social mobilization approach to improve immunization coverage in two districts of Madagascar beginning in 1996. The project increased coverage of children under one year of age with all vaccines (e.g. "full immunization") from only 57% in 1996 to 78% in 1998 in the two focus districts. Further, with funds and technical assistance from USAID, during 1998 Madagascar successfully conducted its second national series of polio eradication days that promise to eliminate this disease, against which 99% of children under five are now vaccinated. In contrast with these impressive successes, the 1997 Demographic and Health Survey (DHS) identified a significant problem concerning nationwide immunization coverage, which declined overall in Madagascar from 48% of children fully immunized in 1992 to only 36% in 1997 (Table 4). The challenge now is to generalize nationally approaches such as those pioneered by BASICS and the polio campaign to achieve consistently high coverage in the future.

The dramatic improvements in immunization coverage noted in the BASICS Project areas, in particular, show that community-based social mobilization using a behavior change communications approach can make an important difference in achieving child survival results. USAID plans to refine its strategy based on these results, as informed by recent data, notably the 1997 DHS, and surveys conducted in focus areas. After drawing lessons on what works and why, it will hold a multi-partner evaluation of the national immunization program, to include the Ministry of Health, UNICEF, WHO and partners, which will result in recommendations for a strategy to enlarge successful immunization efforts. USAID plans to test the strategy in the 20 districts where our new lead technical assistance contractor for HPN will focus in 1999, as well as the other geographical areas where USAID is supporting child survival activities.

The achievement of *smaller, healthier families* depends on a wide range of development changes extending beyond the health sector, and in early 1998 USAID and its partners developed a Food Security Strategy to help guide such efforts. Madagascar's three P.L. 480 PVO cooperating sponsors subsequently complemented on-going child survival funding and direct Title II food distribution with a new Title II monetization effort that will engage 285,000 vulnerable citizens in agriculture, natural resources, income generation, health/child survival and emergency preparedness activities. During 1998, as part of its Food Assisted Child Survival (FACS) program, one sponsor – Catholic Relief Services – increased to 204 the number of sites that had moved from a clinic-based to a broad-based community approach. This exceeded the year's target of 196; ultimately, 348 sites will make this transition. The mission Food Security Strategy also guides Disaster Prevention, Mitigation, Preparedness and Planning (PMPP) work, which is focused on strengthening the National Disaster Management Council (CNS) as it confronts cyclones, locust invasions, and risk of drought. USAID is currently collaborating with UNDP to help finalize a National Disaster Management Strategy.

The 1997 DHS found that national level nutritional status of children under three years of age has not improved since 1992, when 45% of children under three were stunted, as compared with 48%

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in 1997. The data indicate that Madagascar has the highest rate of stunting in children under the age of three in Sub-Saharan Africa. Consequently, USAID, working closely with the World Bank, UNICEF and the MOH, has developed activities to increase the GOM's commitment to improving nutrition policy and programs, notably through a multisectoral task force on nutrition and the initiation of a Nutrition Minimum Package (MINPAK) within USAID child survival programs. USAID and its partners plan to measure appropriate national and regional level nutrition indicators every year beginning in 1999 through independent surveys, and nutritional and food security indicators to assess our P.L. 480 Title II program impact will be included therein.

4. Possible Adjustment to Plans: USAID envisages no major changes to the management contract at this time. Beginning in 1999, we will report the contraceptive prevalence rate (CPR) on an annual basis as a key indicator. USAID is providing technical assistance to the National Statistics Institute (INSTAT) for surveys being supported by the World Bank (1999 and 2001) and UNICEF (2000) to assure that family planning and health modules provide key data to enable us to measure CPR annually, and to improve the timeliness and accuracy of our overall Performance Monitoring Plan. Also, USAID plans to work with PVOs, the GOM, and other donor counterparts to strengthen its nutrition programming over the next year. The Mission has a Goal-level nutrition indicator and is working to develop a cost-effective, valid SO-level indicator that accurately reflects achievements of the P.L. 480 food security and other nutrition programs.

5. Other Donor Programs: The GOM places high priority on child survival and family planning, and has made key reforms in health system decentralization, cost recovery, and drug management. USAID provides 70% of donor funds for the national family planning program; the United Nations Population Fund (UNFPA) covers 20%, and Germany 10% in a highly collaborative effort. For child survival, USAID is also the largest donor. The World Bank, France and the European Union provide funds for health system development and national drug policy (50% of overall donor support for health). The UN agencies including UNICEF, the World Health Organization, and the UN Joint Program on AIDS provide support for HIV/AIDS prevention, with USAID contributing technical leadership and the bulk of all funding. Donors focusing on food security in addition to USAID include the European Union and the U.N. World Food Program; USAID provides 21% of combined donor support for programs focused on alleviating food insecurity.

6. Principal Contractors, Grantees or Agencies: Current grantees and contractors include: John Snow International, Care International, Catholic Relief Services, the Adventist Development and Relief Agency, Peace Corps, the GOM, 25 local NGOs, and UNICEF. MEASURE Project partners (U.S. Bureau of Census, Macro International, and Population Reference Bureau) participate in data collection, analyses, and dissemination. LINKAGES provides technical assistance in nutrition programming. IMPACT, HORIZONS, the Commercial Markets Strategies (CMS) Project, Médecins du Monde, and Médecins Sans Frontières/Suisse assist in HIV/AIDS/STI prevention activities.

HPN Performance Data Table 1

OBJECTIVE: SO2: Smaller, Healthier Families			
APPROVED: September 14, 1992		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR2.1: Family Level – Increased Use of Services and Healthy Behaviors.			
INDICATOR: Couple Years of Protection (CYP) provided by contraceptive methods.			
UNIT OF MEASURE: Estimated protection provided by FP services based on volume of contraceptives distributed, all methods. SOURCE: Family Planning Management Information System (FP/MIS). INDICATOR DESCRIPTION: CYP is calculated by multiplying the quantity of methods distributed by a standard conversion factor. COMMENTS: We estimate that an increase in 40,000 CYP per year will raise CPR at least one percent per year. Beginning in 1999, independent, nationwide surveys, to which USAID is providing technical assistance to assure quality, will give contraceptive prevalence rate (CPR) estimates every year. This CPR estimate will be used next year in the R4 report. ^(a) The 1997 results presented in last year's R4 (CYP = 220,000) underestimated the actual CYP by 20,000. When all the data for 1997 were in, total CYP for 1997 was 240,000. ^(b) The 1998 estimate is based on data from the first half year. It may well underestimate the actual CYP, as it has in the past.	YEAR	PLANNED	ACTUAL
	1992(b)		72,000
	1996	180,000	170,000
	1997	240,000	240,000 ^(a)
	1998	260,000	290,000 ^(b)
	1999	300,000	
	2000	340,000	
	2001	380,000	
	2002	420,000	

HPN Performance Data Table 2

OBJECTIVE: SO2: Smaller, Healthier Families			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR2.3: Health Center Level – Increased Access to Quality Health Services.			
INDICATOR: Total number of clinical sites providing FP services nationwide.			
UNIT OF MEASURE: Number of fixed health sites with trained health workers, contraceptives and other needed elements to provide family planning services. SOURCE: FP/MIS. INDICATOR DESCRIPTION: Fixed clinical facilities providing FP services on a regular basis. COMMENTS: Does not include community based FP sites, which number close to 300 in 1998, nor social marketing sites which exceed 8,000. We are currently developing a system to measure and track community based distribution or other outreach approaches.	YEAR	PLANNED	ACTUAL
	1992(b)		150
	1996	520	575
	1997	630	751
	1998	800	820
	1999	850	
	2000	900	
	2001	950	
	2002	1000	

HPN Performance Data Table 3

OBJECTIVE: SO2: Smaller, Healthier Families			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR2.2: Community Level – Increased Community Participation Leading to Improved Health and Food Security.			
INDICATOR: Condom sales through social marketing.			
UNIT OF MEASURE: Number of condoms sold through social marketing program. SOURCE: Social marketing program monthly reports. INDICATOR DESCRIPTION: Units sold. COMMENTS: Due to the transition from the SOMARC to CMS cooperating agencies (CA), the program received insufficient technical assistance and support in 1998 and results did not meet the target. The new CA, CMS, is providing resident technical assistance from January 1999 and reorganizing the program. Targets for FY 1999, 2000, and 2001 have been modestly readjusted to account for the 1998 performance, although we have retained the original FY 2002 target of 13 million. Sales of condoms is a key indicator for the Mission's AIDS/STI prevention efforts. The Mission, CMS, and new partnerships established in 1998 to address HIV/AIDS awareness and prevention will focus particular attention on condom sales in key target areas in the future, in addition to national efforts.	YEAR	PLANNED	ACTUAL
	1996(b)	925,000	1,051,000
	1997	2,850,000	2,950,000
	1998	5,000,000	3,392,862
	1999	5,000,000	
	2000	7,000,000	
	2001	10,000,000	
	2002	13,000,000	

HPN Performance Data Table 4

OBJECTIVE: SO2: Smaller, Healthier Families			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR 2.1: Family Level – Increased Use of Services and Healthy Behaviors			
INDICATOR: Use of childhood immunization services – DPT 3 coverage			
UNIT OF MEASURE: Proportion of children 12-23 months receiving 3 DPT immunizations before 1 year of age.	YEAR	PLANNED	ACTUAL
SOURCE: DHS (1992, 1997)	1992 (B)		48%
INDICATOR/DESCRIPTION: Information based on surveys which look at the child's immunization card or ask the mother or guardian for information. COMMENTS: This indicator is for national level DPT3 coverage, which was selected to demonstrate the ability of the program to sustain immunization coverage. Data for national level full immunization coverage are even lower, at only 36% in 1997. Data for full immunization coverage from the two districts where BASICS developed an EPI communications and social mobilization strategy saw increases in coverage from 57% in 1996 to 78% in 1998. USAID will promote the generalization of this strategy, initially to a larger target area, then nationwide. (a) The 1997 results presented in last year's R4 were 50% and were based on preliminary results from the 1997 DHS. The final results are presented here. (b) Beginning in 1999, independent, nation wide surveys, to which USAID is providing technical assistance to assure quality, will give national and regional immunization coverage rates every year. Gender analysis from the 1997 DHS found identical rates of immunization coverage for boys and girls.	1997	65%	48% (a)
	1998	52%	N/A (b)
	1999	54%	
	2000	56%	
	2001	58%	
	2002	60%	

C. STRATEGIC OBJECTIVE THREE: BIOLOGICALLY DIVERSE ECOSYSTEMS CONSERVED IN PRIORITY CONSERVATION ZONES

1. Summary: Degradation of the global environment increasingly threatens the economic and political interests of the United States and the world at large. The island of Madagascar (about twice the size of Arizona) has been cited as the highest biodiversity priority in Africa and among the top five globally by international conservation organizations. The country's original flora and fauna evolved largely in isolation for 160 million years and proliferated into a wide array of unusual and often unique organisms. That makes Madagascar uniquely important to the U.S. for two special reasons: i) Madagascar is one of the best places for increasing our knowledge of how evolution takes place; and ii) Madagascar provides a storehouse of plants and animals not yet known to science that could lead to cures for major diseases. As President Clinton has noted, Madagascar has already provided the Rosy Periwinkle, a plant which has helped wipe out some forms of childhood leukemia and Hodgkin's disease. Madagascar is the 12th poorest country in the world and its natural resources are under serious threat from poverty, population growth, deforestation and soil erosion. With USAID support, Madagascar is finding ways to meet the resource needs of its population without compromising the diversity of its biological resources. USAID, with donors from more than ten other countries and international organizations, supports Madagascar's National Environmental Action Plan (NEAP), the first such plan developed in Africa. The goal of the NEAP is to ensure the sustainable management of six million hectares of forested land by conserving biodiversity, improving management of forests and national parks, and increasing economic opportunities compatible with conservation.

Highlights of Achievements during 1998:

- USAID started new activities with the GOM for biodiversity conservation linked to development within selected sites in five priority eco-regions for NEAP Phase 2 (EP2). These five regions encompass 168,000 km², almost 30% of Madagascar's land area, and include more than 4,760,000 people, or about one-third of the Malagasy population.
- The National Park Service (ANGAP) refined existing park boundaries using participatory practices based on actual community needs and preferences (Table 1).
- EP2 actors maintained momentum of field activities, with 160 villages (Table 2) participating directly in conservation activities such as agroforestry and soil conservation, exceeding expectations for the year.
- *Tany Meva* Environmental Foundation funded over 50 projects and disbursed almost US\$440,000 to 40 indigenous NGOs for environmental programs (Table 3).

2. Key Results: USAID focuses on results in two broad areas: (i) fostering biodiversity conservation and sustainable natural resource management, based on an applied landscape ecology approach; and (ii) establishing enabling conditions for sustainable environmental organizations and policies necessary for biodiversity conservation efforts. 1998 was a transition planning year of support to EP2, during which USAID maintained progress against expected benchmarks at realistic levels, while emphasizing design, procurement, and initiating new activities. In four out of four cases, the targets USAID and its partners established for the indicators included in this R4, have been met or exceeded. Thus, USAID Madagascar believes that we are on track.

3. Performance and Prospects: USAID is a main contributor to the nascent National Park

Service (ANGAP). Last year we anticipated that 1998 efforts would focus on the implementation of an innovative and participatory process for the development of the country's first National Parks Act. This cutting-edge legislation was recently finalized by the ANGAP Board of Directors and is currently being forwarded to the National Assembly. ANGAP also used this past year to refine existing park boundaries in a participatory manner with local communities. This resulted in a refinement of the total hectareage based on actual community needs and preferences (Table 1). EP2 actors work collaboratively, within and around these parks, to ensure effective protection of habitats, numbers of species and assemblages, and locally rare endemic species—protection of which increases significantly with a cumulative increase in protection of ecosystem types. The National Park System currently includes 11 ecosystems, or 70% of the ecosystem types recognized in country, and is expected to include all the differing ecosystem types by the year 2000. USAID also supported the development of regional offices for ANGAP, and this more decentralized organization resulted in improved trails, signs, interpretative materials, and campgrounds to better respond to the needs of ecotourism. Substantial progress was made in the development of a pilot ecotourism "investment zone" near Isalo National Park, to facilitate private sector investment near protected areas.

Reporting completed in 1998 shows that USAID-supported field projects were able to maintain momentum in promoting community participation in specific conservation activities to improve natural resource management and land conservation. 160 villages participated directly in conservation activities, such as soil conservation and agroforestry (Table 2). USAID assistance includes complementary programs to provide alternatives to slash and burn agriculture, including new rice technologies, agribusiness, and high value agricultural production. In 1998, one USAID-supported project received an international award for its work in promoting vetiver grass as a watershed management and soil erosion control technology.

Building on lessons learned from EP1, USAID partners began adjusting their approach to work with communities not only in the immediate periphery of protected areas, but also with other critical communities within five priority eco-regions. The purpose is to address potential impacts on biodiverse-rich areas emanating from regional pressures and to increase community involvement in conservation by extending the number and spatial distribution of actors. During EP2, USAID will maintain its focus on ensuring that sustainable development activities are directly linked to positive impacts on biodiversity conservation. We expect that community participation will expand by approximately 200% by 2001.

USAID continues to support Africa's first private national environmental foundation, *Tany Meva* (Beautiful Country), which began grantmaking in October 1997. Within its first 18 months, *Tany Meva* funded over 50 separate projects and disbursed almost US\$440,000 (Table 3). The Foundation is now fully operational as a non-profit organization. In 1998, *Tany Meva* also began to transfer its offshore account (some US\$2 million) from France to an asset manager in the United States. During EP2, USAID plans to increase its focus on identifying other sustainable environmental financing mechanisms to ensure both a gradual decrease in Madagascar's reliance on international donor assistance, and the long term financial sustainability of environmental efforts beyond the NEAP's end in 2007.

USAID also supports the Policy, Strategy and Environment Assessment Unit of the National Office
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of Environment (ONE). To date, five investment projects have formally completed the environmental review process established by the Inter-Sectoral Environmental Technical Committee (Table 4). Planned figures for 1999-2001 are set realistically, as the dossiers now under consideration are for significantly large investments which may take up to three years to review. Also in 1998, a pilot framework for regional environmental assessments was drafted and initiated in the Fort Dauphin eco-region. The process focuses on analyzing cumulative impacts of potential regional activities in light of existing environmental and socio-economic conditions. This will allow ONE to provide better information and advice on the implications of policy and planning decisions. Continued work in improving environmental impact legislation supports the systematic integration of the environment into decision making and works towards overcoming a lack of governmental consultation.

An example of why such consultation is necessary is the recent threat to Isalo National Park, the "Grand Canyon of Madagascar." Almost 80,000 miners and their families in pursuit of sapphires are threatening this world class natural wonder. Political connections were used to have over 105 legal mining permits issued in the zone immediately adjacent to the park, completely ignoring environmental impact legislation and eco-tourist investment designated zones. Responding quickly to the threat, our environmental partnership lobbied on all fronts to have the permits annulled. As a result, the Prime Minister has signed a letter pledging that no industrial mining will begin until the required Environmental Impact Assessments have been completed, and confirming that four mining sites have been moved from an area reserved for eco-tourism.

4. Possible Adjustment to Plans: USAID has made minor refinements to the wording of its Results Framework based on our more detailed elaboration of activities within the SO since approval of the CSP in July of 1997. This is discussed in Annex A.

5. Other Donor Programs: USAID plans to provide \$22 million in direct support to the \$150 million EP2 over its five-year life, making the U.S. the second largest donor in EP2 after the World Bank (\$30 million), which provides institutional support and addresses problems of soil and water conservation. In addition, the USG finances another \$18 million in indirect support for sustainable development and financial sustainability activities. Switzerland (\$6 million) has helped develop a new forest policy, and along with Germany (\$8.4 million), will promote its implementation. UNDP (\$3 million) has been active in setting biodiversity priorities and supports coastal and marine activities through the Global Environment Facility. France (\$4.6 million) has supported the establishment of effective environmental information management and land tenure systems. The GOM strongly supports the NEAP, providing the equivalent of \$31 million (approximately 20% of total costs) for EP2 through contributions to operating costs and tax reductions. Smaller donors include the International Fund for Agricultural Development, the World Wildlife Fund, Conservation International, CARE, and the Netherlands.

6. Principal Contractors, Grantees or Agencies: Pact, World Wildlife Fund, Conservation International, Chemonics, International Resources Group, International Rice Research Institute, Peace Corps, United States Geological Survey, Montana State University, Cornell University.

NR Performance Data Table 1

STRATEGIC OBJECTIVE#3: Biologically Diverse Ecosystems Conserved in Priority Zones			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: SO Level: Biologically Diverse Ecosystems Conserved in Priority Zones			
INDICATOR: Natural Habitat Contained in Madagascar National Park System			
UNIT OF MEASURE: Hectares SOURCE: Ministry of Water and Forests; Published Decrees for National Parks INDICATOR DESCRIPTION: Number of hectares of natural habitat designated within the protected area system as a National Park, Special Reserve, or Special Nature Reserve. Cumulative figures reported. Preliminary figures are initially reported when dossiers are forwarded to the National Assembly and finalized after publication of decrees in the Official Journal of Madagascar. COMMENTS: (a) Boundary changes (from those referenced in earlier R4s) are based on an update on all aerial measures using GIS during the USAID SAVEM project (1991-1996) which resulted in redefinition of actual areas for prior years. (b) This figure (which was reported in last year's R4) reflects results obtained and dossiers awaiting official publication. (c) This figure presents the final hectarage passed in 1997 and published in the legal decrees in 1998. (d) The leveling between 1997 and 1998 demonstrates planned efforts in 1998 to focus on the enactment of a critical and innovative National Parks Act. During the development of this legislation a "hold" was placed on the creation of new parks. (e) 1998 figures present a decrease of 100 hectares due to a change in status and redefinition of boundaries from the former Marojejy Strict Nature Reserve #12 (60,150 ha) to the Marojejy National Park (60,050 ha). The change reflects the increased effort being made by ANGAP to ensure community participation in the delimitation of parks. This is a preliminary figure (not yet published). (f) Presently, EP2 actors have not established any benchmark figures for 2002. During 1999, USAID will work with its partners to establish these benchmark figures.	YEAR	PLANNED	ACTUAL
	1989(B)		1,080,175 ^(a)
	1993		1,125,867 ^(a)
	1996		1,125,867 ^(a)
	1997	1,500,000(d)	1,716,395(b) 1,715,569(c)
	1998	1,500,000(d)	1,715,469(e)
	1999	1,600,000	
	2000	1,750,000	
	2001	1,800,000	
	2002	1,800,000(f)	

NR Performance Data Table 2

STRATEGIC OBJECTIVE#3: Biologically Diverse Ecosystems Conserved in Priority Zones			
APPROVED: July 22, 1998		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR3.2: Sustainable Use of Natural Resources in Broader Landscapes			
INDICATOR: Number of Villages in Priority Zones Participating in Community-Based Conservation Activities			
UNIT OF MEASURE: Total Number of Villages SOURCE: Project-Activity and Field Reports INDICATOR DESCRIPTION: <i>Villages</i> are the smallest geographically discrete rural settlements (Fokontany) that are mapped and/or identified in the national census. <i>Community-Based conservation</i> activities are those directed at the wise use and sustainable management of resources for development. COMMENTS: We have chosen to track "villages" instead of households for labor and cost efficiency. (a) The 1996 benchmark measure was derived from final reports and field surveys of villages where one or more groups are carrying out a conservation-development intervention in the periphery of five USAID supported National Parks (Andohahela, Zahamena, Andasibe/Mantadia, Ranomafana, and Amber Mountain complex). Community-based conservation activities in these villages at the close of the USAID project SAVEM (1996) and during the transitional phase (1997) form a basis upon which future efforts can geographically expand to community participation in resource conservation across the broader landscape. (b) This figure does not include 31 villages that were participating in a <i>Veterinarians without Borders</i> (VSF) program, as they will not be financed by USAID in the future. These villages were included in the 1997 figure reported in last year's R4. (c) Presently, EP2 actors have not established any benchmark figures for 2002. During 1999, USAID will work with our partners to establish these benchmark figures.	YEAR	PLANNED	ACTUAL
	1989(B) 1996 1997		0 129 ^(a) 144
	1998	150	160 ^(b)
	1999	200	
	2000	300	
	2001	400	
	2002	400 ^(c)	

NR Performance Data Table 3

STRATEGIC OBJECTIVE#3: Biologically Diverse Ecosystems Conserved in Priority Zones			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR3.3: Sustainable Financing Mechanisms Mobilized			
INDICATOR: Financing provided for Local Environmental Actions by Tany Meva			
UNIT OF MEASURE: Current Million Malagasy Francs (FMG). Approximate exchange rate is 5,400 FMG to 1 US dollar. SOURCE: Tany Meva Financial Reports INDICATOR DESCRIPTION: <u>Cumulative amount of grants disbursed to date</u> by Tany Meva. COMMENTS: This indicator was newly proposed in our 1997 CSP. After our first year of tracking progress in this area we have determined that the most useful figure for tracking results is the cumulative amount of total grants disbursed by Tany Meva. In close consultation with our Tany Meva partners we have thus adjusted upwards the FY 1999 and future year targets. After only 18 months of grant-making TM was able to commit and disburse grants from its core fund, finance over 50 projects, and at the same time successfully manage a \$300,000 grant fund for local NGOs, under a subcontract with Pact. The intervention of Tany Meva outside the priority zones of USAID's NRO program allows an impact on other biologically diverse ecosystems, which may not otherwise be reached. Tany Meva, while actively building its own capacity, also recognizes that it serves as role model for newly developing foundations in Africa. Most recently Tany Meva hosted a group of Malawians who were interested in exchanging ideas and learning about how to set up an endowment. ^(a) Preliminary figure for 1997, used in the FY 2000 R4. The low figure reflects the fact that Tany Meva did not start disbursing grants until October 1997. ^(b) Adjusted figure for 1997 based on annual financial audit (3/98) and Tany Meva financial reports. ^(c) Initial preliminary (unaudited) figure for 1998.	YEAR	PLANNED	ACTUAL
	1997(B)	1250	725 ^(a) 801 ^(b)
	1998	2000	2361 ^(c)
	1999	3250	
	2000	4000	
	2001	4750	
	2002	5500	

NR Performance Data Table 4

STRATEGIC OBJECTIVE#3: Biologically Diverse Ecosystems Conserved in Priority Zones			
APPROVED: July 18, 1997		COUNTRY/ORGANIZATION: USAID/Madagascar	
RESULT NAME: IR3.4: Development and Application of Environmental Policies, Legislation and Procedures			
INDICATOR: Number of Investment Projects Passed Through Environmental Review			
<p>UNIT OF MEASURE: Cumulative number of Investment Projects</p> <p>SOURCE: Office of the National Environment (ONE)</p> <p>INDICATOR DESCRIPTION: Investment projects approved by the Technical Evaluation Committee (CTE), under the National Program to make investments compatible with the environment (MECIE). This is a cumulative figure. Starting this reporting period, data will be validated by receipt of an official letter of determination delivered by ONE (this a new procedure for ONE).</p> <p>COMMENTS: The technical evaluation committee has received 22 requests for approval, since the beginning of the application of the MECIE law in 1996. Many of these requests will pass an initial examination and will not require further review. Only investments of significant potential impact proceed through the technical review process. A technical review takes several months to over a year to complete for small dossiers, up to three years for large dossiers. Planned figures account for the number going under review and the time required for the technical reviews. Our prediction for the future reflects the expectation of large, time-consuming dossiers. In 1999, we expect the focus of work will be to amend the MECIE law (to make it more user friendly) and forward it through the National Assembly for approval.</p> <p>The Environmental Review Process is progressively and systematically implemented. This year with USAID support, a framework for Regional Environmental Assessments was developed. The process, the first of its kind in Madagascar, has rallied government support and fostered interministerial coordination from several ministries. There is also more public awareness of the need to subject investments to the environmental review process, as the number of dossiers submitted almost doubled in 1998, from the previous two years.</p>	YEAR	PLANNED	ACTUAL
	1996(B)		0
	1997	2 ^(a)	4 ^(b)
	1998	4	5 ^(c)
	1999	5	
	2000	6	
	2001	8	
	2002	8 ^(d)	

^(a) CSP planned level.

^(b) Figure based on the National Office of the Environment's MECIE tracking report.

^(c) In 1998, ONE improved their tracking system by sending official "Avis Environmental" (determination letters) as an official response to investors when a dossier is determined to have completed the EA review process undertaken by CTE. ONE sent 5 such letters in 1998, for EA's completed in 1997 and 1998.

^(d) Presently, EP2 actors have not established any benchmark figures for 2002. During 1999, USAID will work with our partners to establish these benchmark figures.

III. RESOURCE REQUEST

A. PROGRAM FUNDING REQUEST BY OBJECTIVE

1. Financial Plan

USAID/Madagascar's proposed budget, operating expenses and non-emergency Title II request for FY 1999 through FY 2001 respond to Administration and Congressional priorities. The program budgets for FY 1999 and FY 2000 presented in this R4 are consistent with the latest NOA control levels. **However, we emphasize that these control levels for all Mission Strategic Objectives, and thus the figures in this R4 program budget for FY 1999 and FY 2000, are lower than those provided in the CSP review cable and the FY 2000 R4 review cable that together form our management contract. Unless these budget gaps are filled per our request levels, we will need to reduce the results we commit ourselves to achieving in this CSP.**

Democracy and Growth Resource Gap: Our Special Program Objective (SPO) Team in the Democracy and Growth (D&G) sectors is attempting to maintain progress toward planned results in the face of dramatic cuts in its NOA control levels for FY 1999 and FY 2000. The \$2.5 million annual budget planning level foreseen in the management contract issued when our 1998-2002 CSP was approved has never been provided. In response to the Africa Bureau's request for additional DA funds to make up a Bureau-wide gap in FY 1999 environmental funds, USAID/Madagascar agreed to shift a total of \$600,000 of FY99 D/G and E/G funds to the Environmental account for use in our Environmental SO. This left our D&G team with only \$1.6 million for FY 1999. When USAID/Madagascar offered to make this transfer, we requested that the \$600,000 shortfall be made up in FY 2000. Instead, our FY 2000 NOA planning level for the D&G team has been cut to \$1.9 million. If not made up, the cumulative effect of these cuts will be to reduce the life-of-strategy level for this SPO by \$1.2 million; i.e., to \$10.5 million as compared to our *minimum* CSP requirement of \$11.7 million.

We recommend that funds be restored to at least the minimum level approved in the CSP. If actual funding falls \$600,000 short of this level, we would be unable to support the implementation of specific measures to reduce administrative barriers to investment, the elimination of which is key to enhancing Madagascar's competitiveness. This would decrease significantly USAID's contribution to Madagascar's integration in the global economy, the principal MPP goal. If funding falls \$1.2 million short of the minimum level, we would have to substantially reduce planned work on extending the reach of the financial system to small savers and borrowers. This would limit the options available to the Mission in its expanding its microenterprise development activities, in particular partnering for microcredit delivery.

Proposed Revised FY 2000 Level for D&G: In our FY 2000 R4, we requested a planning level of \$2.8 million for D&G efforts in FY 2000 to make up for anticipated cuts in FY 1999. In our REVISED FY2000 R4 table, we now request that \$2.9 million be approved for our D&G program in FY 2000 to help make up for the cuts already endured. We also request that our FY 2001 level for SPO increase to \$2.9 million. Together, these changes would make up for \$800,000 of the \$1.2 million shortfall we have already absorbed; we would then request further relief in FY 2002.

USAID Madagascar FY 2001 Results Review and Resource Request – page 26 March 22, 1999

Health, Population, and Nutrition Resource Gap: The approved CSP management contract states that we should expect \$7.0 million per year from "various HPN earmarks" over the five-year life of our strategy. This is the minimum needed to achieve the results specified in the CSP for our health, population, and nutrition SO. Yet the current NOA control levels for HPN funds are \$6.9 million for FY 1999 and \$6.6 million for FY 2000. These shortfalls, which come entirely in the Population account, would make it difficult to ensure adequate availability of contraceptives, which are critical to achievement of all intermediate results of USAID's "smaller, healthier families" SO and the MPP's "sustainable world population" goal. The supply of condoms is also vital to the success of the social marketing and HIV/AIDS/STI programs. The presence of HIV/AIDS cases, particularly in the eco-tourist "hot spots," if unchecked, could undermine two other goals of the MPP, "reducing the spread of infectious diseases, and securing a sustainable environment."

Title II estimated levels for FY 1999 – FY 2001 are in line with the funding requested (though the figures in this R4 are somewhat lower than those in various DAPS under review by BHR).

Proposed revised FY2000 Level for HPN: In our REVISED FY 2000 R4 table, we request that population funding be maintained at the CSP level of \$4 million, and that total annual funding for our HPN Strategic Objective not drop below the approved management contract level of \$7.0 million.

Environment Resource Gap: The NOA control level for Environmental funds of \$7.0 in FY 1999 is lower than the \$8.5 million annual level that, in our approved CSP, we estimated would be necessary to achieve the results envisioned under our environmental Strategic Objective. The planned FY 2000 – FY 2001 levels are consistent with our CSP request. If the \$1.5 million cut in FY99 is not restored, we will need to re-visit the results to which we are committed.

Pipeline levels and Agency guidelines: The pipeline for our Natural Resources/Environment Objective is well within the Agency's 18-month forward funding guideline for ongoing activities.

The pipeline for our HPN Objective is \$13.7 million, representing 29 months of expenditures. Average expenditures over the last three years (the first full three years of implementation of this newly-integrated SO) are approximately \$7.0 million, i.e., exactly equivalent to the amount in our management contract. Expenditures in FY 1998 were low due to the transition to two new major contracts, for family planning/reproductive health and child survival, and for social marketing of contraceptives. Full staff are now in place for both and activities are accelerating. We do not anticipate a problem with pipeline in FY 1999.

The pipeline for our D&G Objective, \$6.7 million, is well in excess of Agency forward funding guidelines when compared to the pace of accruals in FY98). The legal, regulatory and judicial (LRJ) component of D&G accounts for the largest portion of the pipeline. Due to contracting delays, implementing units were not in place until 1998. Thus, activities did not get fully off the ground until 1998, while front-loading of obligations left LRJ with a hefty pipeline. We anticipate that this pipeline will be within Agency guidelines by the end of FY 1999.

Relationship of Program request to O.E. and Staffing: Madagascar successfully made the transition to Limited Mission status through conscientious and consistent emphasis on training and empowerment of FSN staff. As explained below, we have requested an HPN IDI, if OE funds permit, and we will require a new Deputy EXO (resident hire USPSC) to manage our relocation and other security-driven efforts. The FSN OE workforce will increase at no additional cost with the return of nine positions from ICASS to USAID, made necessary by USIS' merger with the State Department. We also plan to have Fellows in Population, Environment and Democracy in FY 1999 to promote program synergies. Staffing is otherwise constant and adequate to manage the program.

B. OPERATING EXPENSES AND STAFFING

OE requirements and staffing levels have been straight-lined at the approved FY 1999 level as required in the R4 guidance. The past year has put a premium on careful OE budgeting and coordination with the Bureau, due to (1) security upgrades, (2) the need to employ USPSC Controllers, and (3) Y2K preparations. We are most appreciative of the Bureau's efforts to meet our needs.

The approved FY 1999 OE level of \$2,180,000 gives us the opportunity to have a more balanced budget and fund some urgent and long deferred equipment and vehicles as well as quickly perform security upgrades. In actuality we could do, and should do, much more, and we will continue to coordinate with the Bureau on end-of year funding possibilities. The prospect of straight-lining the budget will require U.S. dollar inflation to remain low (and to a lesser extent the continuing devaluation of the local currency to help offset Malagasy inflation and price/wage increases) if we are to maintain operations at present levels.

The FY99 O.E. budget includes funds for our actual ICASS requirement of \$198,792 for "base package" support (health unit, etc.) and residential maintenance, vehicle maintenance, EXP management, and NXP storage. FY 2000 and FY 2001 ICASS figures of \$210,000 and \$220,500, respectively, represent an approximate five percent increase annually over the FY 1999 initial invoice of \$198,792, which is less than the actual FY 1998 ICASS bill of \$216,412. We continue to work closely with the Embassy to contain ICASS increases.

OE budget and staffing tables maintain USDH at eight positions for the plan period, with requests and budget for an HPN IDI starting in FY 2000. If OE resources permit, we believe the scope of the Madagascar portfolio would provide an IDI with an outstanding training opportunity.

In FY99, our FSN workforce levels increase by nine with the return of the 9 ICASS OE funded Information Services Management (ISM) staff. This results from the USIS merger with STATE and the canceling of the ICASS MOU between USAID and USIS. State, for security reasons, cannot purchase ISM services from USAID. Our analysis indicates that it is cheaper to retain the ISM staff under direct USAID management than to out-source this requirement. Also, the USAID ISM staff are the in-country experts dealing with Y2K compliance on all USG servers at Post and they play a critical TA role to the GOM as it deals with the Y2K issues. We have also shifted seven O.E.-funded FSN staff to program because their work is 100% program related. This brings

our FY99 request to 42 O.E. FSN non-direct hire locally recruited and 25 Program funded FSN/TCN non-direct hire locally recruited.

In addition, in FY99 we request a locally hired American deputy EXO to manage all the security related upgrades we need to make based on the IG/SEC report. We believe an American is essential for this function given the need to interact with State colleagues such as the RSO and the sensitive nature of the information being exchanged. We also request addition of a locally recruited American for the Program Office Chief position. We have a retired USAID Deputy Director (spouse of the DCM) who is able to provide senior management depth to the office of the Director when either the Director or the Assistant Director are gone. We believe that for summer leave schedules and TDY/conference travel in a Limited Mission that it is cheaper and provides greater program accountability to have the continuity of this position.

C. SECURITY SUPPLEMENT

In the aftermath of the August 1998 bombings in Nairobi and Dar es Salaam, IG/SEC conducted a security survey for USAID Madagascar in November 1998. The team advised the Mission that "...the main recommendation will be for the USAID facility to relocate." IG/SEC strongly recommended that the Mission's R4 budget reflect relocating, stating that "...if the USAID Mission does not relocate, the proposed security enhancements could cost up to \$100,000 and it still will not reduce your vulnerability from a bomb blast." The Mission's estimated cost for relocation is \$515,318. Given the urgency of the situation and the desire not to sink additional substantial costs into an undefendable site, the Mission has included in the cover letter a request for an FBO Team to identify suitable relocation sites. Post leadership is in agreement with USAID co-location with the Chancery.

We have included a separate Security Table with our budget tables which reflects this relocation cost in FY 1999, plus: \$25,000 for one-half year in FY 1999, and \$50,000/year thereafter, for a Deputy EXO to supervise the relocation and security retrofits, and to assure continued prudent security arrangements thereafter; \$210,000 in FY 1999 to cover emergency and evacuation (E&E) requirements for new emergency communications equipment needed to remain compatible with the State Department's upgrades; and \$40,364 in FY 1999 with modest increments in outyears for the additional 12-hour local residential guard service (LGS) to result in 24-hour guard service for residences (State has already moved to 24-hour residential LGS). Given the need to enhance security ASAP, we have requested in FY 1999 all costs, totaling \$790,682, associated with a physical plan relocation and security upgrades for USAID, with recurrent additional costs attributable to security upgrades of \$111,143 (Deputy EXO, guards, and new office lease marginal increment) in FY 2000 and \$117,319 (same, with annual increase) in FY 2001.

FY 1999 Budget Request by Program/Country

Program/Country:USAID/MADAGASCAR

(Enter either DA/CSD; ESF; NIS; or SEED)

S.O. # , Title														tures	Est. S.O. Pipeline End of
		Total		Agri-culture		Children's Basic Education		Population	(*)	Infectious Diseases	(*)	Other Health	D/G		
DA	Field Spt	1,600			800								800		4,971
		0													
		1,600		0	800	0		0	0	0		0	0	800	4,971
SO 2: Smaller, Healthier Families															
DA	Bilateral	765						765							3,725
DA	Field Spt	2,560						2,560							
			0	0	0			3,325	0		0	0	0	3,910	3,725
CSD									1,701		100				4,735
CSD	Field Spt	1,800						1,400							
		3,601	0	0		0	0		0	500	0		0	3,935	4,735
SO 2: Smaller, Healthier Families															
Title II	Bilateral								7,412					7,412	0
Title II	Field Spt														
		7,412	0	0		0	0			0	0	0	0	7,412	0
SO 3: Biologically-Diverse Ecosystems Conserved in Priority Zones															
DA	Bilateral												7,000	13,599	8,768
	Field Spt														
		7,000	0	0		0	0			0	0	0	0	13,599	8,768
SO 6:															
	Bilateral														
		0													
		0	0		0	0	0		0	0	0		0	0	
SO 7:															
	Field Spt	0													
		0													
		0		0	0	0		0	0	0		0	0		0
SO 8:															
	Bilateral	0													
	Field Spt	0													
			0	0	0		0		0	0	0	0	0	0	0
Total Field Support		18,578	0	0		0	0	765		0	100	0	800	32,193	22,199
			0	0	0			2,560	1,400		400			0	0
		22,938	0	0		0	0	3,325		0	500	0	800	32,193	22,199

FY 99 Request Agency Goal Totals	
Econ Growth	
Democracy	
HCD	
PHN	
Environment	
Program ICASS	
GCC (from all Goals)	

FY 99 Account Distribution (DA only)	
Dev. Assist Program	11,881
Dev. Assist ICASS	308
Dev. Assist Total:	12,189
CSD Program	11,013
CSD ICASS	44
CSD Total:	11,057

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country:

(Enter either DA/CSD; ESF; NIS; or SEED)

S.O. # , Title															Est. S.O. Expendi-	Est. S.O. FY 00
	Field Spt		Enterprise	Agri-	Economic Growth	Children's	Other HCD		Child Survival	(*)	HIV/AIDS		Environ			
															Year of Final Oblig:2002	
	Bilateral Field Spt	1,900												500	3,815	3,056
		1,900	0	0		0	0	0	0	0	0	0		500	3,815	3,056
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002	
DA	Bilateral							1,600							3,200	2,125
DA	Field Spt							2,000								
		3,600	0		0	0	0		0	0	0		0	0	3,200	
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002	
CSD		2,200							1,800		400					2,935
CSD	Field Spt	800							600							
		3,000	0	0		0	0	0		0	600	0		0	4,000	2,935
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002	
Title II	Bilateral								6,795						6,795	0
Title II	Field Spt															
		6,795	0	0		0	0	0		0	0	0		0	6,795	0
SO 3: Biologically-Diverse Ecosystems Conserved in Priority Zones															Year of Final Oblig:2002	
DA	Bilateral												8,500		10,898	6,370
	Field Spt															
		8,500	0	0		0	0	0		0	0	0		0	10,898	6,370
SO 6:															Year of Final Oblig:	
	Bilateral															
		0														
		0	0		0	0	0		0	0	0		0	0	0	
SO 7:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt															
		0	0	0		0	0	0		0	0	0		0	0	0
SO 8:															Year of Final Oblig:	
	Bilateral															
		0														
		0	0		0	0	0		0	0	0		0	0	0	
Total Bilateral		20,995		0	1,400	0		1,600	8,595	0		0	8,500	500		14,486
Total Field Support		2,800	0		0		0		600	0	200		0	0	0	
TOTAL PROGRAM		23,795		0	1,400	0		3,600	9,195	0		0	8,500	500		14,486

FY 00 Request Agency Goal Totals	
Econ Growth	1,400
Democracy	500
HCD	0
PHN	13,395
Environment	8,500
Program ICASS	369
GCC (from all Goals)	2,168

FY 00 Account Distribution (DA only)	
	13,963
	332
	14,295
	9,795
	37
	9,832

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

22-Mar-99

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct: DA/CSD
Scenario: Base level

S.O. # , Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
Sp.O1: Improved Environment for Private Initiative															Year of Final Oblig:2002		
DA	Bilateral	2,900			1,700									1,200	3,357	2,199	2,599
	Field Spt	0															
		2,900	0	0	1,700	0	0	0	0	0	0	0	0	1,200	3,357	2,199	2,599
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002		
DA	Bilateral	2,000						2,000							3,000	1,125	2,000
DA	Field Spt	2,000						2,000									2,000
		4,000	0	0	0	0	0	4,000	0	0	0	0	0	0	3,000	1,125	4,000
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002		
CSD	Bilateral	2,400							2,100		300				3,200	2,135	2,400
CSD	Field Spt	600							400		200						600
		3,000	0	0	0	0	0	0	2,500	0	500	0	0	0	3,200	2,135	3,000
SO 2: Smaller, Healthier Families															Year of Final Oblig:2002		
Title II	Bilateral	7,000							7,000						7,000	0	7,000
Title II	Field Spt	0															
		7,000	0	0	0	0	0	0	7,000	0	0	0	0	0	7,000	0	7,000
SO 3: Biologically-Diverse Ecosystems Conserved in Priority Zones															Year of Final Oblig:2002		
DA	Bilateral	8,500											8,500		12,652	2,218	8,500
	Field Spt	0															
		8,500	0	0	0	0	0	0	0	0	0	0	8,500	0	12,652	2,218	8,500
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		22,800	0	0	1,700	0	0	2,000	9,100	0	300	0	8,500	1,200	29,209	7,677	22,499
Total Field Support		2,600	0	0	0	0	0	2,000	400	0	200	0	0	0	0	0	2,600
TOTAL PROGRAM		25,400	0	0	1,700	0	0	4,000	9,500	0	500	0	8,500	1,200	29,209	7,677	25,099

FY 01 Request Agency Goal Totals	
Econ Growth	1,700
Democracy	1,200
HCD	0
PHN	14,000
Environment	8,500
Program ICASS	387
GCC (from all Goals)	2,195

FY 01 Account Distribution (DA only)	
Dev. Assist Program	15,361
Dev. Assist ICASS	348
Dev. Assist Total:	15,709
CSD Program	10,000
CSD ICASS	39
CSD Total:	10,039

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country: USAID/MADAGASCAR

(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct:DA/CSD
Scenario: REVISED LEVEL

S.O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
Sp.O1: Improved Environment for Private Initiative																Year of Final Oblig:2002
DA	Bilateral	2,900			1,800									1,100	3,815	4,056
	Field Spt	0														
		2,900	0	0	1,800	0	0	0	0	0	0	0	0	1,100	3,815	4,056
SO 2: Smaller, Healthier Families																Year of Final Oblig:2002
DA	Bilateral	2,000						2,000							3,200	2,525
DA	Field Spt	2,000						2,000								
		4,000	0	0	0	0	0	4,000	0	0	0	0	0	0	3,200	2,525
SO 2: Smaller, Healthier Families																Year of Final Oblig:2002
CSD	Bilateral	2,600							2,200		400				4,000	3,335
CSD	Field Spt	1,000							700		300					
		3,600	0	0	0	0	0	0	2,900	0	700	0	0	0	4,000	3,335
SO 2: Smaller, Healthier Families																Year of Final Oblig:
Title II	Bilateral	6,795							6,795						6,795	0
Title II	Field Spt	0														
		6,795	0	0	0	0	0	0	6,795	0	0	0	0	0	6,795	0
SO 3: Biologically-Diverse Ecosystems Conserved in Priority Zones																Year of Final Oblig:
DA	Bilateral	8,500											8,500		10,898	6,370
	Field Spt	0														
		8,500	0	0	0	0	0	0	0	0	0	0	8,500	0	10,898	6,370
SO 6:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		22,795	0	0	1,800	0	0	2,000	8,995	0	400	0	8,500	1,100	28,708	16,286
Total Field Support		3,000	0	0	0	0	0	2,000	700	0	300	0	0	0	0	0
TOTAL PROGRAM		25,795	0	0	1,800	0	0	4,000	9,695	0	700	0	8,500	1,100	28,708	16,286

FY 00 Request Agency Goal Totals	
Econ Growth	1,800
Democracy	1,100
HCD	0
PHN	14,395
Environment	8,500
Program ICASS	352

FY 00 Account Distribution (DA only)	
Dev. Assist Program	15,356
Dev. Assist ICASS	308
Dev. Assist Total:	15,664
CSD Program	10,395
CSD ICASS	44
CSD Total:	10,439

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Workforce Tables

Org USAID/Madagascar End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire		1	1				1	3	2	1	1	1			5	8
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		1	1				2	4	7	12	16	3			38	42
Subtotal	0	2	2	0	0	3	0	7	10	13	18	4	0	0	45	52
Program Funded 1/																
U.S. Citizens		2	3				1	6							0	6
FSNs/TCNs		10	10				5	25	1						1	26
Subtotal	0	12	13	0	0	6	0	31	1	0	0	0	0	0	1	32
Total Direct Workforce	0	14	15	0	0	9	0	38	11	13	18	4	0	0	46	84
TAACS		1						1							0	1
Fellows		1	1				1	3							0	3
IDIs								0							0	0
Subtotal	0	2	1	0	0	1	0	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	0	16	16	0	0	10	0	42	11	13	18	4	0	0	46	88

1/Excludes TAACS, Fellows, and IDIs

Workforce Tables

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Target																
OE Funded: 1/																
U.S. Direct Hire		1	1				1	3	2	1	1	1			5	8
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		1	1				2	4	8	12	16	3			39	43
Subtotal	0	2	2	0	0	3	0	7	11	13	18	4	0	0	46	53
Program Funded 1/																
U.S. Citizens		2	3				1	6							0	6
FSNs/TCNs		10	10				5	25	0						0	25
Subtotal	0	12	13	0	0	6	0	31	0	0	0	0	0	0	0	31
Total Direct Workforce	0	14	15	0	0	9	0	38	11	13	18	4	0	0	46	84
TAACS		1						1							0	1
Fellows		1	1				1	3							0	3
IDIs		1						1							0	1
Subtotal	0	3	1	0	0	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	0	17	16	0	0	10	0	43	11	13	18	4	0	0	46	89

FY 2000 Request																
OE Funded: 1/																
U.S. Direct Hire		1	1				1	3	2	1	1	1			5	8
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		1	1				2	4	8	12	16	3			39	43
Subtotal	0	2	2	0	0	3	0	7	11	13	18	4	0	0	46	53
Program Funded 1/																
U.S. Citizens		2	3				1	6							0	6
FSNs/TCNs		10	10				5	25	0						0	25
Subtotal	0	12	13	0	0	6	0	31	0	0	0	0	0	0	0	31
Total Direct Workforce	0	14	15	0	0	9	0	38	11	13	18	4	0	0	46	84
TAACS		1						1							0	1
Fellows		1	1				1	3							0	3
IDIs		1						1							0	1
Subtotal	0	3	1	0	0	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	0	17	16	0	0	10	0	43	11	13	18	4	0	0	46	89

Workforce Tables

Org USAID/Madagascar								Total											
End of year On-Board								SO/SpO	Org.	Fin.	Admin.	Con-	All		Total	Total			
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Staff	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff			
OE Funded: 1/																			
U.S. Direct Hire	1		1				1	3	2	1	1	1				5	8		
Other U.S. Citizens								0	1	1							2	2	
FSN/TCN Direct Hire								0										0	0
Other FSN/TCN	1		1				2	4	8	12	16	3				39	43		
Subtotal	0	2	2	0	0	3	0	7	11	13	18	4	0	0	46	53			
Program Funded 1/																			
U.S. Citizens	2		3				1	6								0	6		
FSNs/TCNs	10		10				5	25	0								0	25	
Subtotal	0	12	13	0	0	6	0	31	0	0	0	0	0	0	0	31			
Total Direct Workforce	0	14	15	0	0	9	0	38	11	13	18	4	0	0	46	84			
TAACS	1							1								0	1		
Fellows	1		1				1	3								0	3		
IDIs	1							1								0	1		
Subtotal	0	3	1	0	0	1	0	5	0	0	0	0	0	0	0	5			
TOTAL WORKFORCE	0	17	16	0	0	10	0	43	11	13	18	4	0	0	46	89			

FY 2001 Request																
OE Funded: 1/																
U.S. Direct Hire		1	1				1	3	2	1	1	1			5	8
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN		1	1				2	4	8	12	16	3			39	43
Subtotal	0	2	2	0	0	3	0	7	11	13	18	4	0	0	46	53
Program Funded 1/																
U.S. Citizens		2	3				1	6							0	6
FSNs/TCNs		10	10				5	25	0						0	25
Subtotal	0	12	13	0	0	6	0	31	0	0	0	0	0	0	0	31
Total Direct Workforce	0	14	15	0	0	9	0	38	11	13	18	4	0	0	46	84
TAACS		1						1							0	1
Fellows		1	1				1	3							0	3
IDIs		1						1							0	1
Subtotal	0	3	1	0	0	1	0	5	0	0	0	0	0	0	0	5
TOTAL WORKFORCE	0	17	16	0	0	10	0	43	11	13	18	4	0	0	46	89

Workforce

MISSION :

USAID/Madagascar

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer				
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics	1	1	1	1
12 GDO				
12 Democracy				
14 Rural Development				
15 Food for Peace				
21 Private Enterprise				
25 Engineering				
40 Environment	1	1	1	1
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt	1	1	1	1
94 PDO	1	1	1	1
95 IDI		1	1	1
Other*				
TOTAL	8	9	9	9

Please e-mail this worksheet
in either Lotus or Excel to:
Maribeth Zankowski
@hr.ppim@aidw
as well as include it with
your R4 submission.

*please list occupations covered by other if there are any

Operating Expenses

[illegible]

21.0	Travel and transportation of persons	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
21.0		60	60	46		46		46		46						
21.0	Mandatory/Statutory Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
21.0	Post Assignment Travel - to field	28	28	21	21	21	21	27	27	27	27					
21.0	Assignment to Washington Travel		0		0		0		0		0					
21.0	Home Leave Travel	48	48	8	8	8	8	55	55	55	55					
21.0	R & R Travel	13	13	56	56	56	56	28	28	28	28					
21.0	Education Travel	7	7	4	4	4	4	4	4	4	4					
21.0	Evacuation Travel	10	10	10	10	10	10	10	10	10	10					
21.0	Retirement Travel		0		0		0		0		0					
21.0	Pre-Employment Invitational Travel		0		0		0		0		0					
21.0	Other Mandatory/Statutory Travel	10	10	10	10	10	10	10	10	10	10					
21.0	Operational Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
21.0	Site Visits - Headquarters Personnel	7	7	7	7	7	7	7	7	7	7					
21.0	Site Visits - Mission Personnel	10	10	10	10	10	10	10	10	10	10					
21.0	Conferences/Seminars/Meetings/Retreats	28	28	28	28	28	28	40	40	40	40					
21.0	Assessment Travel	0	0		0		0		0		0					
21.0	Impact Evaluation Travel		0		0		0		0		0					
21.0	Disaster Travel (to respond to specific disasters)		0		0		0		0		0					
21.0	Recruitment Travel	6	6	3	3	3	3	3	3	3	3					
21.0	Other Operational Travel	5	5	5	5	5	5	5	5	5	5					
Subtotal OC 21.0		230	0	230	207	0	207	207	0	207	244	0	244	244	0	244
22.0	Transportation of things	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
22.0	Post assignment freight	90	90	80	80	80	80	90	90	90	90					
22.0	Home Leave Freight	40	40	12	12	12	12	52	52	52	52					
22.0	Retirement Freight		0		0		0		0		0					
22.0	Transportation/Freight for Office Furniture/Equip.	10	10	10	10	10	10	5	5	5	5					
22.0	Transportation/Freight for Res. Furniture/Equip.	10	10	10	10	10	10	5	5	5	5					
Subtotal OC 22.0		150	0	150	112	0	112	112	0	112	152	0	152	152	0	152
23.2	Rental payments to others	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
23.2	Rental Payments to Others - Office Space	86	86	88	88	88	88	96	96	96	96					
23.2	Rental Payments to Others - Warehouse Space		0		0		0		0		0					
23.2	Rental Payments to Others - Residences	210	210	217	217	217	217	222	222	222	222					
Subtotal OC 23.2		295	0	295	304	0	304	304	0	304	318	0	318	318	0	318
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
23.3	Office Utilities	24	24	24	24	24	24	24	24	24	24					
23.3	Residential Utilities	28	28	28	28	28	28	28	28	28	28					
23.3	Telephone Costs	31	31	31	31	31	31	31	31	31	31					
23.3	ADP Software Leases		0		0		0		0		0					
23.3	ADP Hardware Lease		0		0		0		0		0					
23.3	Commercial Time Sharing		0		0		0		0		0					
23.3	Postal Fees (Other than APO Mail)	0	0		0		0		0		0					
23.3	Other Mail Service Costs	1	1	1	1	1	1	1	1	1	1					
23.3	Courier Services	4	4	4	4	4	4	4	4	4	4					
Subtotal OC 23.3		88	0	88	88	0	88	88	0	88	88	0	88	88	0	88

24.0	Printing and Reproduction	3	3	3	3	3	3	3	3	3	3
	Subtotal OC 24.0	0	3	3	3	3	0	3	0	3	3
25.1	Advisory and assistance services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.1	Studies, Analyses, & Evaluations		0		0		0		0		0
25.1	Management & Professional Support Services		0		0		0		0		0
25.1	Engineering & Technical Services		0		0		0		0		0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.2	Office Security Guards	24	24	28	28	28	28	32	32	32	32
25.2	Residential Security Guard Services	40	40	46	46	46	46	52	52	52	52
25.2	Official Residential Expenses		0		0		0		0		0
25.2	Representation Allowances	1	1	1	1	1	1	1	1	1	1
25.2	Non-Federal Audits		0		0		0		0		0
25.2	Grievances/Investigations		0		0		0		0		0
25.2	Insurance and Vehicle Registration Fees	1	1	1	1	1	1	1	1	1	1
25.2	Vehicle Rental		0		0		0		0		0
25.2	Manpower Contracts	128	128	130	130	130	130	134	134	134	134
25.2	Records Declassification & Other Records Services		0		0		0		0		0
25.2	Recruiting activities	4	4	4	4	4	4	4	4	4	4
25.2	Penalty Interest Payments		0		0		0		0		0
25.2	Other Miscellaneous Services	60	60	60	60	60	60	60	60	60	60
25.2	Staff training contracts	40	40	40	40	40	40	40	40	40	40
25.2	ADP related contracts		0		0		0		0		0
	Subtotal OC 25.2	298	0	298	310	0	310	324	0	324	324
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.3	ICASS	200	200	210	210	210	210	221	221	221	221
25.3	All Other Services from Other Gov't. accounts		0		0		0		0		0
	Subtotal OC 25.3	200	0	200	210	0	210	221	0	221	221
25.4	Operation and maintenance of facilities	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.4	Office building Maintenance	12	12	7	7	7	7	4	4	4	4
25.4	Residential Building Maintenance	29	29	4	4	4	4	1	1	1	1
	Subtotal OC 25.4	41	0	41	11	0	11	5	0	5	5
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
25.7	ADP and telephone operation and maintenance costs		0		0		0		0		0
25.7	Storage Services		0		0		0		0		0
25.7	Office Furniture/Equip. Repair and Maintenance	5	5	5	5	5	5	5	5	5	5
25.7	Vehicle Repair and Maintenance	20	20	15	15	15	15	10	10	10	10
25.7	Residential Furniture/Equip. Repair and Maintenance		0		0		0		0		0
	Subtotal OC 25.7	25	0	25	20	0	20	15	0	15	15
25.8	Substance & spt. of persons (by contract or Gov't.)		0		0		0		0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	52	52	55	55	55	55	53	53	53	53
	Subtotal OC 26.0	52	0	52	55	0	55	53	0	53	53

31.0	Equipment	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line	
	Purchase of Residential Furniture/Equip.	36		20	20	20		30	30	30	
31.0	Purchase of Office Furniture/Equip.	36	36		40	40	40		25	25	25
	Purchase of Vehicles	60		114	114	114		24	24	24	
31.0	Purchase of Printing/Graphics Equipment	37	37		37	37	37		40	40	40
	ADP Hardware purchases	10		5	5	5		5	5	5	
31.0	ADP Software purchases		0		0				0		0
		179	0	179	0	216	216	124	0	124	0
	Lands and structures			Do not enter data on this line				Do not enter data on this line			
32.0	Purchase of Land & Buildings (& bldg. construction)		0		0				0		0
32.0	Purchase of fixed equipment for buildings				0		0		0		
32.0	Building Renovations/Alterations - Office		0		0				0		0
32.0	Building Renovations/Alterations - Residential				0		0		0		
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0
42.0			0		0		0				0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		2,180	2,180	2,180	0	2,180	0	2,180	0	2,180	2,180

Additional Mandatory Information

Dollars Used for Local Currency Purchases
Exchange Rate Used in Computations

1,010 5,400 1,035 5,400 1,062

**

On that form, OE funded deposits must equal:

0 0 0 0

Organization: USAID/Madagascar

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0	0	0	0	0	0	0	0	0
Withdrawals	0	0	0	0	0	0	0	0	0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0	0	0
Obligations	0	0	0
Deposits	0	0	0
Balance End of Year	0	0	0

Exchange Rate _____

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0	0	0
Obligations	0	0	0
Deposits	0	0	0
Balance End of Year	0	0	0

Exchange Rate _____

Controller Operations

Org. Title: USAID/Madagascar		Overseas Mission Budgets														
Org. No: 21,687		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
Subtotal OC 11.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
Subtotal OC 11.3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0			0			0			0		
11.5	FNDH	0	0	0	0			0			0			0		
Subtotal OC 11.5		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	52		52	20		20	20		20	20		20	20		20
11.8	FN PSC Salaries	88		88	97		97	97		97	102		102	102		102
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
Subtotal OC 11.8		140	0	140	117	0	117	117	0	117	122	0	122	122	0	122
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances		0	0		0	0		0	0		0	0		0	0
12.1	Cost of Living Allowances		0	0		0	0		0	0		0	0		0	0
12.1	Home Service Transfer Allowances		0	0		0	0		0	0		0	0		0	0
12.1	Quarters Allowances		0	0		0	0		0	0		0	0		0	0
12.1	Other Misc. USDH Benefits		0	0		0	0		0	0		0	0		0	0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH		0	0		0	0		0	0		0	0		0	0
12.1	Other FNDH Benefits		0	0		0	0		0	0		0	0		0	0
12.1	US PSC Benefits	21		21	9		9	9		9	9		9	9		9
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC		0	0		0	0		0	0		0	0		0	0
12.1	Other FN PSC Benefits	6		6	7		7	7		7	7		7	7		7
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
Subtotal OC 12.1		27	0	27	16	0	16	16	0	16	16	0	16	16	0	16
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH		0	0		0	0		0	0		0	0		0	0
13.0	Other Benefits for Former Personnel - FNDH		0	0		0	0		0	0		0	0		0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		0	0		0	0		0	0		0	0		0	0
13.0	Other Benefits for Former Personnel - FN PSCs		0	0		0	0		0	0		0	0		0	0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Controller Operations

21.0	Travel and transportation of persons	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Training Travel	16 16	16 16	16 16	16 16	16 16
21.0	Mandatory/Statutory Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Post Assignment Travel - to field	14 14	0 0	0 0	0 0	0 0
21.0	Assignment to Washington Travel		0 0	0 0	0 0	0 0
21.0	Home Leave Travel		0 0	0 0	16 16	16 16
21.0	R & R Travel		14 14	14 14	0 0	0 0
21.0	Education Travel	7 7	4 4	4 4	4 4	4 4
21.0	Evacuation Travel		0 0	0 0	0 0	0 0
21.0	Retirement Travel		0 0	0 0	0 0	0 0
21.0	Pre-Employment Invitational Travel		0 0	0 0	0 0	0 0
21.0	Other Mandatory/Statutory Travel	3 3	3 3	3 3	3 3	3 3
21.0	Operational Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Site Visits - Headquarters Personnel		0 0	0 0	0 0	0 0
21.0	Site Visits - Mission Personnel	3 3	3 3	3 3	3 3	3 3
21.0	Conferences/Seminars/Meetings/Retreats	0 0	5 5	5 5	5 5	5 5
21.0	Assessment Travel		0 0	0 0	0 0	0 0
21.0	Impact Evaluation Travel		0 0	0 0	0 0	0 0
21.0	Disaster Travel (to respond to specific disasters)		0 0	0 0	0 0	0 0
21.0	Recruitment Travel	6 6	3 3	3 3	3 3	3 3
21.0	Other Operational Travel	1 1	1 1	1 1	1 1	1 1
	Subtotal OC 21.0	48 0 48	47 0 47	47 0 47	49 0 49	49 0 49
22.0	Transportation of things	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
22.0	Post assignment freight	30 30	0 0	0 0	0 0	0 0
22.0	Home Leave Freight		0 0	0 0	12 12	12 12
22.0	Retirement Freight		0 0	0 0	0 0	0 0
22.0	Transportation/Freight for Office Furniture/Equip.	1 1	1 1	1 1	1 1	1 1
22.0	Transportation/Freight for Res. Furniture/Equip.	3 3	3 3	3 3	1 1	1 1
	Subtotal OC 22.0	34 0 34	4 0 4	4 0 4	14 0 14	14 0 14
23.2	Rental payments to others	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.2	Rental Payments to Others - Office Space	15 15	16 16	16 16	16 16	16 16
23.2	Rental Payments to Others - Warehouse Space		0 0	0 0	0 0	0 0
23.2	Rental Payments to Others - Residences	13 13	15 15	15 15	15 15	15 15
	Subtotal OC 23.2	28 0 28	30 0 30	30 0 30	30 0 30	30 0 30
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.3	Office Utilities	6 6	6 6	6 6	6 6	6 6
23.3	Residential Utilities	4 4	4 4	4 4	4 4	4 4
23.3	Telephone Costs	7 7	7 7	7 7	7 7	7 7
23.3	ADP Software Leases		0 0	0 0	0 0	0 0
23.3	ADP Hardware Lease		0 0	0 0	0 0	0 0
23.3	Commercial Time Sharing		0 0	0 0	0 0	0 0
23.3	Postal Fees (Other than APO Mail)		0 0	0 0	0 0	0 0
23.3	Other Mail Service Costs	0 0	0 0	0 0	0 0	0 0
23.3	Courier Services	0 0	1 1	1 1	1 1	1 1
	Subtotal OC 23.3	17 0 17	17 0 17	17 0 17	17 0 17	17 0 17
24.0	Printing and Reproduction	1 1	1 1	1 1	1 1	1 1

Controller Operations

Subtotal OC 24.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations		0			0			0			0			0	
25.1 Management & Professional Support Services		0			0			0			0			0	
25.1 Engineering & Technical Services		0			0			0			0			0	
Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	6	6		6	6		6	6		7	7		7	7	
25.2 Residential Security Guard Services	4	4		6	6		6	6		7	7		7	7	
25.2 Official Residential Expenses		0			0			0			0			0	
25.2 Representation Allowances		0			0			0			0			0	
25.2 Non-Federal Audits		0			0			0			0			0	
25.2 Grievances/Investigations		0			0			0			0			0	
25.2 Insurance and Vehicle Registration Fees		0			0			0			0			0	
25.2 Vehicle Rental		0			0			0			0			0	
25.2 Manpower Contracts	29	29		29	29		29	29		30	30		30	30	
25.2 Records Declassification & Other Records Services		0			0			0			0			0	
25.2 Recruiting activities	1	1		1	1		1	1		1	1		1	1	
25.2 Penalty Interest Payments		0			0			0			0			0	
25.2 Other Miscellaneous Services	13	13		13	13		13	13		13	13		13	13	
25.2 Staff training contracts		0			0			0			0			0	
25.2 ADP related contracts		0			0			0			0			0	
Subtotal OC 25.2	52	0	52	55	0	55	55	0	55	58	0	58	58	0	58
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	30	30		32	32		32	32		33	33		33	33	
25.3 All Other Services from Other Gov't. accounts		0			0			0			0			0	
Subtotal OC 25.3	30	0	30	32	0	32	32	0	32	33	0	33	33	0	33
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	2	2		1	1		1	1		1	1		1	1	
25.4 Residential Building Maintenance	3	3		1	1		1	1		0	0		0	0	
Subtotal OC 25.4	4	0	4	2	0	2	2	0	2	1	0	1	1	0	1
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 ADP and telephone operation and maintenance costs		0			0			0			0			0	
25.7 Storage Services		0			0			0			0			0	
25.7 Office Furniture/Equip. Repair and Maintenance	1	1		1	1		1	1		1	1		1	1	
25.7 Vehicle Repair and Maintenance	3	3		2	2		2	2		2	2		2	2	
25.7 Residential Furniture/Equip. Repair and Maintenance		0			0			0			0			0	
Subtotal OC 25.7	4	0	4	3	0	3	3	0	3	2	0	2	2	0	2
25.8 Subsistence & spt. of persons (by contract or Gov't.)		0			0			0			0			0	
Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0 Supplies and materials	8	8		8	8		8	8		12	12		12	12	
Subtotal OC 26.0	8	0	8	8	0	8	8	0	8	12	0	12	12	0	12

Controller Operations

31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	4		4	2		2	2		2	3		3	3		3
31.0	Purchase of Office Furniture/Equip.	5		5	6		6	6		6	4		4	4		4
31.0	Purchase of Vehicles	0		0			0	0		0			0			0
31.0	Purchase of Printing/Graphics Equipment	0		0			0	0		0			0			0
31.0	ADP Hardware purchases	9		9	9		9	9		9	10		10	10		10
31.0	ADP Software purchases	3		3	1		1	1		1	1		1	1		1
Subtotal OC 31.0		21	0	21	18	0	18	18	0	18	18	0	18	18	0	18
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		413.6	0.0	413.6	349.8	0.0	349.8	349.8	0.0	349.8	372.9	0.0	372.9	372.9	0.0	372.9

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>202</u>	<u>213</u>	<u>213</u>	<u>219</u>	<u>219</u>
Exchange Rate Used in Computations	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

0	0	0	0	0
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Security Requirements

[illegible]

Security Requirements

21.0	Travel and transportation of persons	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Training Travel	0	0	0	0	0
21.0	Mandatory/Statutory Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Post Assignment Travel - to field	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0
21.0	R & R Travel	0	0	0	0	0
21.0	Education Travel	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0
21.0	Retirement Travel	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0
21.0	Site Visits - Mission Personnel	0	0	0	0	0
21.0	Conferences/Seminars/Meetings/Retreats	0	0	0	0	0
21.0	Assessment Travel	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0
21.0	Other Operational Travel	0	0	0	0	0
Subtotal OC 21.0		0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
22.0	Transportation of things	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
22.0	Post assignment freight	0	0	0	0	0
22.0	Home Leave Freight	0	0	0	0	0
22.0	Retirement Freight	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0
22.0	Transportation/Freight for Res. Furniture/Equip.	0	0	0	0	0
Subtotal OC 22.0		0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
23.2	Rental payments to others	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.2	Rental Payments to Others - Office Space	15 15	0	15 15	0	15 15
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0
23.2	Rental Payments to Others - Residences	0	0	0	0	0
Subtotal OC 23.2		15 0 15	0 0 0	15 0 15	0 0 0	15 0 15
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
23.3	Office Utilities	0	0	0	0	0
23.3	Residential Utilities	0	0	0	0	0
23.3	Telephone Costs	0	0	0	0	0
23.3	ADP Software Leases	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0
23.3	Courier Services	0	0	0	0	0
Subtotal OC 23.3		0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
24.0	Printing and Reproduction	0	0	0	0	0

Security Requirements

Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0			0			0			0		
25.1	Management & Professional Support Services	0			0			0			0		
25.1	Engineering & Technical Services	0			0			0			0		
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0			0			0			0		
25.2	Residential Security Guard Services	40	40	0	46	46	0	52	52	0	52	52	0
25.2	Official Residential Expenses	0			0			0			0		
25.2	Representation Allowances	0			0			0			0		
25.2	Non-Federal Audits	0			0			0			0		
25.2	Grievances/Investigations	0			0			0			0		
25.2	Insurance and Vehicle Registration Fees	0			0			0			0		
25.2	Vehicle Rental	0			0			0			0		
25.2	Manpower Contracts	0			0			0			0		
25.2	Records Declassification & Other Records Services	0			0			0			0		
25.2	Recruiting activities	0			0			0			0		
25.2	Penalty Interest Payments	0			0			0			0		
25.2	Other Miscellaneous Services	34	34	0	0	0	0	0	0	0	0	0	0
25.2	Staff training contracts	0			0			0			0		
25.2	ADP related contracts	0			0			0			0		
Subtotal OC 25.2		74	0	74	0	0	0	46	0	46	0	0	0
25.3	Purchase of goods and services from Government account	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	0			0			0			0		
25.3	All Other Services from Other Gov't. accounts	0			0			0			0		
Subtotal OC 25.3		0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	373	373	0	0	0	0	0	0	0	0	0	0
25.4	Residential Building Maintenance	10	10	0	0	0	0	0	0	0	0	0	0
Subtotal OC 25.4		383	0	383	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0			0			0			0		
25.7	Storage Services	0			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance	0			0			0			0		
25.7	Vehicle Repair and Maintenance	0			0			0			0		
25.7	Residential Furniture/Equip. Repair and Maintenance	0			0			0			0		
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0	0	0	0

Security Requirements

25.8	Substance & spt. of persons (by contract or Gov't.)		0		0		0		0		0		0		0	
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
26.0	Supplies and materials	83		83		0		0		0		0		0		
	Subtotal OC 26.0	83	0	83	0	0	0	0	0	0	0	0	0	0	0	
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	200		200		0		0		0		0		0		
31.0	Purchase of Office Furniture/Equip.	10		10		0		0		0		0		0		
31.0	Purchase of Vehicles			0		0		0		0		0		0		
31.0	Purchase of Printing/Graphics Equipment			0		0		0		0		0		0		
31.0	ADP Hardware purchases			0		0		0		0		0		0		
31.0	ADP Software purchases			0		0		0		0		0		0		
	Subtotal OC 31.0	210	0	210	0	0	0	0	0	0	0	0	0	0	0	
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0		0		0		0		0		0		
32.0	Purchase of fixed equipment for buildings			0		0		0		0		0		0		
32.0	Building Renovations/Alterations - Office			0		0		0		0		0		0		
32.0	Building Renovations/Alterations - Residential			0		0		0		0		0		0		
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
42.0	Claims and indemnities			0		0		0		0		0		0		
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL BUDGET		790.7	0.0	790.7	0.0	0.0	0.0	111.1	0.0	111.1	0.0	0.0	0.0	117.3	0.0	117.3

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>473</u>	<u>0</u>	<u>61</u>	<u>0</u>	<u>67</u>
Exchange Rate Used in Computations	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____	<u>5,400</u> _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0 0 0 0 0

Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT: USAID/MADAGASCAR

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3057: Contraceptives	High	on-going		1,100		1,100
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3085: Commercial Markets	High	1998-2002		400		600
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3051: Michigan Fellow	Medium-High	1998-2002		100		100
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3083 Measure	Medium-High	on-going		300		200
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3090 Impact	Medium-High	1999-2002		200		100
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3082 Linkages	High	1999-2002		300		300
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3094.02- MOST	Medium-High	1999-2002		100		
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-3094.01- FANTA	Medium-High	1999-2002		100		
S.O.2.: SMALLER, HEALTHIER FAMILIES	936-5970 TAACS	High	1999-2002		200		200
GRAND TOTAL.....				0	2,800	0	2,600

**USAID MADAGASCAR
FY 2001 RESULTS REVIEW AND RESOURCE REQUEST
ANNEXES**

A	CHANGES TO THE MANAGEMENT CONTRACT	A-2
B	ENVIRONMENTAL COMPLIANCE	A-3
C	RESULTS FRAMEWORK	A-4
D	GLOBAL CLIMATE CHANGE INITIATIVE	A-5
E	GREATER HORN OF AFRICA INITIATIVE	A-14
F	EVALUATION AGENDA	A-16
G	CROSS-CUTTING THEMES	A-18
H	PROGRAM INTEGRATION AND SYNERGY	A-22

ANNEX A: CHANGES TO THE MANAGEMENT CONTRACT

TARGET AUDIENCE: AFR/DP AND AFR/SD

Following the R4 guidance cables at paragraph II., D., 2. and 3., following are the modest changes USAID Madagascar plans to make in the Results Framework element of its Management Contract.

1) Changes to Management Contract: Minor Wording Changes of Intermediate Results:

We plan to delete two words from IR 1.2 under our Special Program Objective, *Improved Environment for Private Initiative: More informed ~~and responsive~~ public participation in economic and legal issues*. Discussions with USAID Washington colleagues confirmed that measurement of achievement of "more informed public participation" was adequate and that the addition of the concept of "more ... responsive public participation" might introduce measurement problems.

We also plan modest changes to IRs under our Strategic Objective 3, *Biologically Diverse Ecosystems Conserved in Priority Conservation Zones*. IR 3.3 would change as follows: ~~Domestic financial~~ *Sustainable financing mechanisms mobilized*. The changes convey our increased understanding of the potential for linking domestic structures, such as the USAID-inspired *Tany Meva* Foundation, with external financing mechanisms, as well as our strong desire to assure that all financing mechanisms we help mobilize and/or nurture can continue over time.

IR 3.4 would change as follows: ~~Supportive environmental policies and procedures~~ would be replaced by *Development and application of environmental policies, legislation, and procedures*. The new statement more adequately reflects our experience with the policy and legislative process, i.e. that new policies or laws take time to be developed, and even when promulgated may not be applied without additional implementing regulations and/or policy dialogue. The new statement clarifies this process and will allow us to measure achievement as policies or laws progress in the continuum.

2) Changes to Management Contract: Clarification and Deepening of Performance

Monitoring Plans: The democracy and growth (D&G) team is continuing to monitor the indicators proposed in the Country Strategic Plan Amendment of March 2, 1998, as they continue to be refined and modified in on-going discussions with USAID Washington. The natural resources (NR) team will continue to monitor indicators used in the FY 2000 R4. The team is not making any substantive changes to its performance measurement plan other than minor modifications to clarify indicator descriptions. The health, population, nutrition (HPN) team will also continue to monitor the indicators used in the FY 2000 R4. In FY 1999, HPN will report on immunization rates and other selected indicators, including nutritional change, at the sub-national level rather than the national level. USAID has improved its coordination with donors supporting national surveys, which will enable us to measure and report on key HPN indicators of contraceptive prevalence rate, immunization coverage, and anthropometric measures including nutrition status, on a yearly basis.

ANNEX B: ENVIRONMENTAL COMPLIANCE

Component I: Notional plan for any new or amended Initial Environmental Examination (IEE) or Environmental Assessment (EA) for the coming year, and timing for approval.

The Mission plans to submit to the Bureau Environmental Officer (BEO) two documents for approval: 1) a new IEE, to be submitted in March of 1999; and 2) an IEE amendment, to be submitted in May of 1999. Details follow:

1. New IEE: The Mission's Special Program Objective (SPO) is *Improved Environment for Private Initiative*. USAID is currently finalizing a Special Program Objective Agreement (SPOAG). The Mission Environmental Officer (MEO) and Regional Environmental Officer (REO) have drafted a new IEE to cover all activities anticipated under this SPOAG. It will be finalized during the REO's TDY in March 1999 and will then be submitted to the Bureau Environmental Officer (BEO) for approval.

2. IEE Amendment: The Mission's Strategic Objective 3 (SO3) is *Biologically Diverse Ecosystems Conserved in Priority Conservation Zones*. SO3 has two Results Packages. The original SO3 Results Package #1 IEE (27mad31.ief) was written in early 1998. Some activities, not then fully defined, merit Categorical Exclusions and should not be subject to the umbrella screening and review process prescribed therein. These have been documented for the files. An amendment will be submitted to BEO for approval in May of 1999 to formalize this situation.

Component II: Brief statement of whether SOs and related activities are in compliance with previously approved IEEs or EAs.

All Mission activities are in compliance with their corresponding approved IEEs. Activities granted a "negative impact with conditions" were monitored and will continue to be monitored, per Mission guidelines and per the MEO scope of work.

The **SPO** team's activities are currently carried out under two IEEs from old projects, Participation & Poverty (687-0125) and Financial Market Development (687-0120 & 0121). As described above, the MEO and REO have drafted a new IEE for the SPOAG. It will be finalized during the REO TDY to the Mission in March, and submitted to BEO for approval. Activities under **SO2** (687-0107) are currently operating under the IEE completed for its SOAG in 1996 (26madso2.ief). Since then no new activities have been added. The **P.L. 480 Title II** program is operating under three different IEEs, one for each PVO Cooperating Sponsor: CARE, CRS, ADRA. These IEEs comply with the BHR environmental guidelines. **SO 3** (687-0126) activities are currently operating under two different IEEs (27mad31.ief and 27mad32.ief), one for each of its Results Packages.

ANNEX C: USAID MADAGASCAR UPDATED RESULTS FRAMEWORK

Goal: Reduced Poverty

SPO: Improved Environment for Private Initiative

IR1.1: Improved legal, financial, and policy conditions for trade and investment

IR1.2: More informed public participation in economic and legal issues.

SO2: Smaller, Healthier Families

IR2.1: Family Level: Increased use of services and healthy behaviors.

IR2.2: Community Level: Increased community participation leading to improved health and food security

IR2.3: Health Center Level: Increased access to quality health services.

IR2.4: Institutional Level: Increased capacity to plan and manage programs.

IR2.5: Policy Level: Improved policies, program advocacy, and decision-making.

SO3: Biologically Diverse Ecosystems Conserved in Priority Conservation Zones

IR3.1: Improved management of critical biodiversity habitats.

IR3.2: Sustainable use of natural resources in broader landscapes.

IR3.2: Sustainable financing mechanisms mobilized.

IR3.4: Development and application of environmental policies, legislation, and procedures.

ANNEX D: GLOBAL CLIMATE CHANGE INITIATIVE

As one of the lead donors in the National Environment Program, USAID Madagascar supports the USAID Global Climate Change Initiative (GCC), to reduce threats to sustainable development posed by climate change. Our efforts in supporting the National Environmental Action Plan, decreasing the rate of forest loss, increasing the number of ecosystems captured in protected areas, and increasing the hectares of protected areas and sustainable forestry management can be most aptly attributed to G/ENV Intermediate Result 1: *Policy development supporting the framework convention on climate change* and Intermediate Result 2: *Reduced net greenhouse gas emissions from the land use/forest management sector*.

1998 was a landmark year for the Global Climate Change Initiative in Madagascar. In November, the National Assembly ratified the UNFCCC (United Nations Framework Convention on Climate Change) and shortly thereafter created the National Council on Climate Change. Headed by the National Office of Environment (ONE), the Council is preparing a national public consultation process on climate change issues, and will (based on this participatory process) develop a national strategy/policy and action plan relative to climate change. With the European Union Regional Environmental Program providing lead support, ONE carried out a study on climate change variability in two regions of Madagascar. The conclusion of the study indicates that the incidence of fire has an impact on climate variability within the regions.

In Madagascar, UNDP takes the primary lead in the convention ratification, policy and management planning efforts on Global Climate Change issues, and the European Union focuses on climate change as it relates to the marine environment. USAID supports Madagascar in its efforts to achieve on-the-ground impacts in both preserving carbon stocks and reducing the rate of loss of carbon. USAID actively supports the growth and sound management of the Protected Area network (National Parks and Reserves) by reinforcing the nascent National Park Service (ANGAP). Similar support is also provided to the Ministry of Water and Forest in the management of public forest domains (National Forest Reserves). USAID also supports programs that focus on the reduction of slash and burn agriculture and increasing agroforestry and tree nursery efforts to promote reforestation of multiple use, high economic value or indigenous trees species. Over 160 communities currently participate in these types of conservation based activities.

In 1998, over 300 people in 16 USAID-supported community based associations (the majority of which are women's associations) learned how to construct and use improved charcoal or wood stoves. Wide adoption of such practices may reduce carbon based-domestic energy needs by 40%. In two regions, women associations voluntarily developed a public awareness campaign to transfer information in the building and utilization of these energy efficient stoves, and to encourage their rapid adoption.

USAID has also taken a lead in supporting data collection efforts to cost effectively collect and analyze satellite imagery of night fires in Madagascar. The goal of this effort is to be able to analyze fire intensity in one area as compared to others. Eventually this data may help us determine if activities to reduce slash and burn agriculture are having an impact in areas of key biodiversity habitats, and may contribute to monitoring the Madagascar carbon-base as a climate change indicator. Over the past 12 months significant progress has been made to develop a data

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set which is coherent over space and time: data have been gathered from historical imagery collected over the past seven years (1992-1998) incorporating information from each night within a 5 month period (August through December). Currently, data results are being ground-truthed (fire location, etc) and are being restructured into a user-friendly format. USAID works extensively with local natural resources management technicians in capacity building to assure that appropriate management and monitoring of Madagascar's carbon-base continues.

Result 1 - Indicator 1: Policy Development Supporting the Framework Convention on Climate Change

Instructions: Please report on each policy measure addressed with USAID support or as a result of USAID efforts. Check the policy steps (1, 2 and/or 3) **that have been achieved** for each policy measure and list the activity(ies) that contribute to achievement of the policy steps in the last column. Unit: Number of policy steps achieved

Country: _Madagascar_____	Check Steps that Have Been Achieved			List Activity(ies) Contributing to Each Policy Category
	Step 1: Policy Prep & Presentation	Step 2: Policy Adoption	Step 3: Implementation & Enforcement	
Integration of climate change into national strategic, energy, and sustainable development strategies:	X	X	X	<ul style="list-style-type: none"> - Passage of the National Environment Charter, which resulted in the institutionalization of a program to respond to the countries severe environmental problems at the economic, social, and political level. - Preparation of the NEAP, Action Plan, which resulted in the integration of a 15 year strategy to respond the countries severe environmental problems (including loss of biomass). - Ratification of the convention on biologic diversity conservation, resulted in improved land use management and strategies including protection of carbon stocks. - Ratification of the United Nations Framework Convention on Climate Change
Mitigation analysis				
Vulnerability and adaptation analysis				
National Climate Change Action Plan	X			Commitment in late 1998 to prepare a National Climate Change Action Plan
Procedures for receiving, evaluating, and approving joint implementation (JI) proposals				
Procedures for monitoring and verifying greenhouse gas				
Growth baselines for pegging greenhouse gas emissions to economic growth				
Legally binding emission reduction targets and timetables.				
Sub-total: Number of policy steps achieved	2	1	1	
Total policy steps achieved			4	

Result 2 – Indicator 2a

Area of natural ecosystems where carbon stocks are preserved and/or increasing.

USAID activity name	USAID activity code	Location			The Site and USAID's Involvement					Additional info you have
		Country	Province	Site	Principle activity(ies)	(Indicator 1)	Area where USAID /(Indicator 2) has conserved carbon (hectares)			
							Predominate vegetation type	Natural ecosystems (2a)	Managed lands (2b)	
Protected area management system and structures in place	EVCB	Madagascar	Antananarivo	Ambohitantely	1		k	5,600		
			Antsiranana	Anjanaharibe Sud	1		i	32,090		
				Foret d'Ambre	1		i	4,810		1,2,3
				Analamera	1		i	34,700		1,2,3
				Montagne d'Ambre	1		i	18,220		1,2,3
				Ankarana	1		i	18,255		1,2,3
				Masoala	1		i	230,000		1,2,3
				Marojejy	1		i	60,050		
				Lokobe	1		i	740		
				Manongarivo	1		i	35,250		
				Tsaratanana	1		i	48,622		
			Fianarantsoa	Manombo	1		i	5,320		
				Ranomafana	1		i	43,549		1,2,3
				Befotaka Modongy	1		i	192,198		
				Pic d'Ivohibe	1		k	3,453		
				Kalambatritra	1		k	28,255		

USAID activity name	USAID activity code	Location			The Site and USAID's Involvement					Additional info you have
		Country	Province	Site	Principle activity(i es)	(Indicator 1)	Area where USAID /(Indicator 2) has conserved carbon (hectares)			
							Predominate vegetation type	Natural ecosystems (2a)	Managed lands (2b)	
				Nosy Mangabe	1		i	520		
				Mananara Nord	1		i	24,000		
				Mangerivola	1		i	11,900		
				Ambatovaky	1		i	60,500		
				Beza-Mahafaly	1		c	600		
			Toliary	Zombitse-Vohibasia	1		c	36,803		
				Andranomena	1		h	6,420		
				Kirindy Mitea	1		h	72,200		
				Andohahela	1		i	76,020		
				Tsimanampetsotsa	1		h	43,200		
				Cap Sainte marie	1		b	1,750		

USAID ACTIVITY CODE

EVFR= Conservation & mgmt of forest resources.

PRINCIPLE ACTIVITY CODES

1: Conservation of natural ecosystems
2: Sustainable forest management

GCC VEGETATION CODES

b: Tropical grassland and savannah
c: Mixed woodland and savannah
h: Tropical dry forest
i: Tropical lowland /moist/wet/rain forest
k: Mixed mountain and highland systems

ADDITIONAL INFO CODES

1: Maps
2: Geo-ref coordinates
3: Biomass inventory
4: Rainfall data
5: Soil type data

NATURAL ECOSYSTEMS DEFINITION

Indicator reflects number of hectares of natural habitat designated within the protected area system as a National Park, Special Reserve, or Special Nature Reserve. USAID provides direct support to Madagascar's National Parks Service, and in areas of park policy and legislation.

RESULT 2 – INDICATOR 2b

Area of managed forest, rangeland, and agricultural lands with reduced rate of loss of carbon, or increased carbon stock.

USAID activity name	USAID activity code	Location			The Site and USAID's Involvement					Additional info you have
		Country	Province	Site	Principle activity(ies)	(Indicator 1)	Area where USAID /(Indicator 2) has conserved carbon (hectares)			
							Predominate vegetation type	Natural ecosystems (2a)	Managed lands (2b)	
Participatory forest management operationalized	EVFR	Madagascar	Antsiranana	Andavakoera	1,2		i		13,546	1,2,3,4,5
				Andravory	1,2		i		21,600	1,2,3,4,5
			Fianarantsoa	Tolongoina	1,2		i		5,380	1,2,3,4,5
			Mahajanga	Bongolova	1,2		h		50,029	1,2,3,4,5
			Toamasina	Ankeniheny	1,2		i		26,500	1,2,3,4,5
				Fierenanana	1,2		i		80,047	1,2,3,4,5
				Antsiraka	1,2		i		9,850	1,2,3,4,5
			Toliary	Tsitongamabriaka #1	1,2		i		20,916	1,2,3,4,5

USAID ACTIVITY CODE

EVFR= Conservation & mgmt of forest resources.

PRINCIPLE ACTIVITY CODES GCC VEGETATION CODES

1: Conservation of natural ecosystems
2: Sustainable forest management

b: Tropical grassland and savannah
c: Mixed woodland and savannah
h: Tropical dry forest
i: Tropical lowland /moist/wet/rain forest
k: Mixed mountain and highland systems

ADDITIONAL INFO CODES

1: Maps
2: Geo-ref coordinates
3: Biomass inventory
4: Rainfall data
5: Soil type data

MANAGED LANDS DEFINITION

Indicator reflects areas under USAID direct support for community participation in the development of multi-use

forest management plans.

Result 2 - Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions.

Country: <u>Madagascar</u>	Scope (N or S)	Check Steps that Have Been Achieved			List Activity(ies) Contributing to Each Policy Category
		Step 1: Policy Preparation	Step 2: Policy Adoption	Step 3: Implementation and Enforcement	
Facilitates improved land use planning	N	X	X	X	Law #90-033 National Environmental Charter
Facilitates sustainable forest management	N	X	X	X	Law #97-017 : Revised Forest Legislation
	N	X	X	X	Decree # 97-1200 : Adoption of Malagasy Forestry Policies.
Facilitates establishment and conservation of protected areas	N	X	X	X	Decree # 95-695 : Ratified the Convention on Biologic Diversity Conservation
	N	X			Protected areas management code
Improves integrated coastal management					
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management	N	X	X	X	Decree # 97-1200 : Adoption of Malagasy Forestry Policies
	N	X	X	X	Law #97-017 : Revised Forest Legislation
Corrects protective trade policies that devalue forest resources	N	X	X	X	Decree # 95-695 : Ratified the Convention on Biologic Diversity Conservation
Clarifies and improves land and resource tenure	N	X	X		Law # 96-025 : Local Management of Renewable Natural Resources
Other					
a) Number of points achieved per policy step		9	8	7	
Total policy steps			24		

ANNEX E: GREATER HORN OF AFRICA INITIATIVE (GHAI)

The USAID program in Madagascar is exemplary in terms of its emphasis on synergy and convergence among its strategic and special objectives, i.e., *improved environment for private initiative; smaller, healthier families, and biologically diverse ecosystems conserved in priority conservation zones*. Madagascar has been a GHAI Partner since June 1998 and, as summarized below, is applying all five GHAI principles to achieve significant results.

GHAI SO 1: Strengthened African capacity to enhance regional food security. USAID Madagascar's activities converge to emphasize *African ownership, strategic coordination, and linking relief to development* in our contributions to GHAI's Intermediate Results 1.1, 1.2, and 1.5, as follows:

GHAI IR 1.1: Enhanced African capacity to increase sustainable agricultural production. USAID's natural resources team works to increase local research capacity to increase viable conservation enterprises that promote sustainable use of biological resources, environmentally friendly technologies, and high value organic crop production. One example of success is the fostering of 20 vetiver suppliers (up from two in 1997) who produce this high value fibrous root that provides biological stabilization of agricultural lands and rural roads throughout the country. The vetiver suppliers formed the Madagascar Vetiver NGO, which in 1998 received third prize from the worldwide Vetiver Network for its results in promoting vetiver as a water management and erosion control technology.

Additionally, 22% of the proceeds from the sale of P.L. 480 commodities during the five-year USAID Food Security program focus on alleviating household food insecurity at the availability level. Sustainable agricultural production enhancements, proposed by village agricultural groups, will be supported with food-for-work and training. Within the Catholic Relief Services program, members of the agricultural groups are also the beneficiaries of a Food Assisted Child Survival program.

In 1998, in response to one of the largest locust invasions in the country's history, USAID requested support from an expert team from the African Emergency Locust and Grasshopper Assistance (AELGA) Project. USAID's contribution to the multidonor locust assessment resulted in the introduction of environmental monitoring into Madagascar's locust control efforts. As a result, a longstanding USAID partner, the GOM's National Environment Office, lobbies for safeguarding human health and biodiversity in protected and agriculturally productive watersheds that would otherwise have been imperiled by unchecked pesticide use. The AELGA team will collaborate with the Ministry of Agriculture's Crop Protection Department (DPV in French) to train DPV field personnel in appropriate pesticide application procedures during preventive and curative locust campaigns.

The initial small USAID investment in locust control has been leveraged through *strategic coordination* with the government and other donors. The GOM is contributing significant sums to accelerate the timetable to commercial production of the indigenous biopathogen developed with USAID support so that it can be used in the next preventive campaign in lieu of reliance on a chemical pesticide-based program. The UNDP and the World Bank are discussing who will pick

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up the continuation of environmental monitoring; and the African Development Bank is preparing to invest significant sums in rebuilding national locust control capacity.

GHAI IR 1.2: Reduction in barriers to regional trade. USAID Madagascar has attained significant results with less than US\$100,000 in Leland Initiative funding. In a scant two years the number of Internet Service Providers (ISPs) has increased from one public company to nine, of which eight are private sector, providing more affordable, faster service to some 1500 customers, about 40% of whom use the service for business and professional purposes. In January 1999 the GOM agreed to connect two important secondary cities to the national gateway: Tamatave which is the main harbor, and Antsirabe, which is the largest industrial town. This clearly puts Madagascar on the information superhighway and bodes well for increasing international trade and investment. In 1998, USAID collaborated with the Foreign Investment Advisory Services (FIAS) to conduct a study on Administrative Barriers to Investment. The study identifies barriers to domestic and foreign investment and makes tangible recommendations for reducing these barriers.

GHAI IR 1.5: Enhanced African capacity to implement household level nutrition and other child survival interventions. USAID's BASICS Project introduced Integrated Management of Childhood Illness (IMCI) to Madagascar, and IMCI is now a national priority active in all six regions of the country. BASICS also assisted the Ministry of Health to draft new nutrition policies to address child feeding and micro-nutrient supplementation. All three of Madagascar's P.L. 480 Title II sponsors -- CRS, CARE, and ADRA -- are using proceeds from food monetization to improve the food security of 285,000 of Madagascar's most vulnerable citizens. Approximately 54% of our Title II program (direct distribution and monetization) resources go toward nutrition and child survival activities, and an additional nine percent are devoted to community disaster preparedness, which supports sustained health and spans the *relief to development* continuum. In order to decrease possible dependencies, the majority of these activities are carried out in close collaboration with relevant government and local NGO entities and focus on strengthening the capacity of communities to carry on after the Cooperating Sponsors depart.

GHAI SpO 3: Improved access to regional analytical information. USAID is emphasizing *African ownership, strategic coordination, and linking relief with development*, which are central to this GHAI SpO, as we pursue all of our objectives.

USAID's Food Security and Disaster Unit is extending the Africa-wide Famine Early Warning System (FEWS) methodology and meteorological network to Madagascar, thus contributing to and drawing from that rich regional database. In 1997, USAID's use of such data in the analysis of the impact of the El Nino Phenomenon on the Malagasy agricultural season prevented diversion of significant developmental resources to disaster relief. The experience clearly demonstrated the significance of access to regional information, and the importance of non-categorical application of that information to the uniqueness of Madagascar.

ANNEX F: USAID MADAGASCAR EVALUATION AGENDA

Over the last several years USAID/Madagascar has conducted a series of evaluations and assessments to complement its performance monitoring plan. It has used highly collaborative and participatory processes, and will apply similar methodologies to future such efforts. In addition to the regular assessment of individual activities, the Mission will also conduct strategic evaluations jointly with key development partners.

As a "New Partnership Initiative" (NPI) country, in collaboration with BHR/PVC in 1997, USAID/Madagascar conducted a tri-sectoral analysis of problems and opportunities for coordination across SOs/SPO and among partners. During 1998, the recommendations from this analysis were discussed with partners at the national and regional levels, resulting in strengthened inter-sectoral coordination and partnering. (Waddell, Steve, "USAID Programs at Fianarantsoa, Madagascar: Problems and Opportunities for Coordination ... A Tri-Sectoral Analysis," report submitted to USAID/Madagascar, January 1998.) The assessment will be up-dated in 1999.

In 1997, in support of the World Bank-led Public Expenditure Review, USAID financed one financial management expert to review the budget process for the Justice sector. The evaluation found that on the whole, disbursements matched planned expenditures, but that the Ministry of Justice and the jurisdictions could benefit from improved financial planning, budgeting, and management techniques and processes. (Spaulding, Susanna, "Public Expenditures Review," Antananarivo, October, 1997.)

The U.S. National Conference of State Legislatures analyzed the situation of the standing committees of the National Assembly in 1998. The major findings include the need to increase public participation in and the deputies' commitment to the legislative process, to require minimum qualifications for reporter positions, and to improve the capacity of the National Assembly's staff to fulfill their basic legislative function of research, drafting and analysis, especially in the area of budget and fiscal analysis. (Meadows, Jeremie, "Legislators Diagnostic Study," Trip Report, Antananarivo, October-December 1998.)

Using the "Assessing the Impact of Microenterprise Services" (AIMS) instrument managed by USAID's Office of Microenterprise Development, an assessment of the impact of microsavings on the National Savings Bank's (CEM) households clients is planned for 1999. This assessment will also serve to evaluate the feasibility of setting baseline and target figures for the Mission's future activities in microfinance development. In addition, the Microserve instrument will be used in 1999 to assess the financial sustainability of the CEM and to evaluate prospective areas for continuing to partner with this organization in microfinance development activities.

In 1998, an evaluation of the training component under the Financial Market Development Project was carried out to determine the contribution of the training to the trainees' professional growth, and how it strengthened the financial capacity of the recipient institutions, i.e. the Banque Centrale de Madagascar (BCM) and the National Savings Bank (CEM). The initial draft suggests that the training had a significant impact in supporting the capacity strengthening objectives of the two institutions. (Clark, Oliver, "Evaluation Report of USAID/FMD-Financed Training to the Banque Centrale de Madagascar and the Caisse d'Epargne de Madagascar," draft, Antananarivo, USAID Madagascar FY 2001 Results Review and Resource Request Annexes – page A- 17 March 22, 1999

July/August, 1998.)

Evaluations of USAID's child survival programs in two target districts indicated major increases in immunization coverage at a time when the overall national coverage was declining. A multi-donor evaluation (WHO, UNICEF, USAID, Rotary, etc.) of the national immunization program is planned for 1999 to determine the causes of this decline in immunization coverage, and to identify ways to generalize to the national level lessons learned from successful community-based projects in USAID focus areas.

The status of the locust situation and control campaigns was evaluated by a joint BHR/AELGA/FEWS mission in May 1998. This mission was crucial in helping USAID gain a fuller understanding of the likely economic impact of the locust plague on food security in Madagascar, and subsequently in helping to focus scarce resources on the environmental monitoring of the control efforts. (Swarzendruber, H.D. et al., "Madagascar Locust Emergency," Trip Report, Antananarivo, May 1-21, 1998.)

In July 1998, the U.S. Department of Defense conducted a Disaster Preparedness and Planning (DPPS) survey with USAID's support, to document the current status of and donor collaboration in disaster management, and to provide a basis for collaboration in the areas of disaster management, pesticides use and control, and food security. (Col. Quinn, Michael et al., "Madagascar Disaster Preparedness Planning Survey, " Trip Report, Antananarivo, July 21-24, 1998). This survey leveraged a United Nations Multi-Agency mission to finalize the National Disaster Strategy with the National Disaster Management Council (CNS).

USAID/Madagascar's Natural Resources SO has been selected as a case study for the review of the Environmental Monitoring, Evaluation and Mitigation Planning (EMEMP) process initiated by the Africa Bureau. In February 1999, an international consultant conducted interviews of NR team members and relevant host country partners to review the Mission's knowledge of the EMEMPs as well as the linkages with host-country institutions. Recommendations from this review will be used in the design of a sustainable approach to improving the effectiveness and responsiveness of the EMEMP process to the Mission's needs, while ensuring its consistency with the overall strategic planning process adopted by the Agency.

USAID will participate in a 1999 multi-donor/GOM, Beneficiary Assessment funded by the World Bank, which is designed to build local capacity in organizing and leading systematic client consultation. USAID will also take an active part in a multidonor evaluation of the performance and impact of the EP2 program at mid-term (year 2000). Assessments will be designed to test the underlying assumptions; measure implementation progress at the input level; determine the impact of the program; capture lessons learned, and suggest necessary adjustments.

ANNEX G: USAID MADAGASCAR CROSS-CUTTING THEMES

USAID Madagascar encourages – and gets – close collaboration between and among its democracy and growth special program objective, *improved environment for private initiative*; its health, nutrition, population SO, *smaller, healthier families*; and its natural resources SO, *biologically diverse ecosystems conserved in priority conservation zones*, as they combine to achieve the Mission Goal of *reduced poverty*. Following are examples of specific approaches in five cross-cutting theme areas.

Gender: The Madagascar portfolio emphasizes a mainstreaming approach to assure gender is fully integrated in all facets of our program. Within this approach, we are undertaking a number of more targeted activities to strengthen the capacity of institutions and networks to recognize and use women's leadership and contributions at all levels of development, which we believe is key to the empowerment process.

Under the **New Partnership Initiative**, USAID has developed a strong and effective relationship with civil society organizations, especially women's groups. Dialogue is underway with one of the major federations of local women's groups (70 unions including grassroots associations and groups from all the regions of Madagascar) to assess their organizational and institutional needs. The Mission regularly provides WID-related information and documents to this federation, and is exploring ways to improve its access to information, including Internet. We have promoted rural women's participation in national dialogue and are supporting representation from rural women's groups in this year's International Women's Day celebration.

Regarding public institutions, in 1998 USAID funded the participation of the Malagasy Minister of Population, Women and Children's Condition in the Second International Conference on Women in Africa and leveraged funding from another donor for two other members of the Malagasy delegation. As a result of this proactive support, Madagascar was chosen to host the third conference, the very first time that such an honor has been afforded Madagascar. Hosting such a conference will certainly make women's concerns and actions more visible, and reinforce Madagascar's integration as a full-fledged **member of an international network with a focus on women's empowerment**.

Participation: USAID Madagascar has undertaken a number of innovative approaches to fostering widespread participation of civil society in national development efforts. In 1998, USAID and numerous other national and international public and private sector partners provided funding for **an NGO Fair**. The fair was designed and organized by six local NGO consortia across development sectors, and attended by an estimated 18,000 persons. It had 250 exhibition booths representing 219 NGOs/Associations, as well as conferences, debates, and round tables on different topics. The fair demonstrated that **NGOs in Madagascar have become key actors** and a strong part of the participatory Malagasy-helping-Malagasy development work in the country. One concrete result was that the Minister of Population assured that promises she made in the Fair's closing ceremony were kept: three weeks after the Fair, the GOM finally approved an implementing decree to make the 1996 NGO law operational.

A second example of an innovative approach to participation is the **social mobilization efforts** surrounding **National Immunization Days** for the eradication of polio (NIDS). NIDS1 in 1997 had achieved over 99% vaccination coverage, and some were concerned that such high rates could not be sustained. But NIDS2 in 1998 was equally successful, with almost 100% coverage, bringing eradication of this plague within Malagasy reach. Social mobilization activities, including **mass-media, banners, posters, carnivals, street theater, and other social marketing techniques** introduced by USAID have made each successive NIDS the biggest public event the country has known. Key to the success has been strong Ministry of Health leadership, and active collaboration of Government, donors, and international and national private sector partners, notably Rotary, across many sectors. USAID's US\$1.4 million (1997-1998) contribution constitutes about 80% of the polio campaign support.

More sober, but equally widespread, participation has been stimulated through **topic-driven discussions and dissemination of findings** of USAID-supported **economic analysis** activities. For example, a two-year collaborative research activity on the Structure and Conduct of Agricultural Markets and the Response to Reforms of Rural Households culminated in a highly participatory two-day workshop. The information and analytical findings stimulated a lively discussion on the findings -- e.g., the comparative returns to different types of investment in agriculture -- among a variety of actors, including extension workers, university researchers, NGOs, and other donors. The participation of actors from the environment sector also helped ensure that the findings on the relationship between low agricultural productivity and environmental degradation were shared across disciplines. All in all, the participatory methods employed by this and other USAID-funded collaborative research ventures help improve the quality of the public dialogue on key policy issues while strengthening the quality of economic analysis which benefits from public and peer review.

USAID and its partners have adapted this participatory dialogue approach to **on-going municipal communications** efforts in two cities, Fianarantsoa and Mahajanga. In 1998, both cities created Communications Services within their executive branches, which will provide accessible information to citizens, donors, and others, on issues related to city governance. Fianarantsoa also created a Permanent Council on Communal Communication (CPCC), comprising executive staff, municipal legislators, representatives of civil society, and the media. Early communications efforts focussed on explaining the need for and use of property taxes, and results were dramatic: in Fianarantsoa, the property tax recovery rate jumped from 43% in April 1998 to 76% in June 1998, after 18 months of stagnation. In Mahajanga, where taxpayers had been in revolt, the tax recovery rate jumped to 42% in a span of one month.

Partnering: The concept of partnering pervades all USAID Madagascar activities, and cannot be summarized in a few pages. Some innovative and, we think, exciting results of forging partnerships to help link Madagascar with the outside world follow:

- In June 1998, USAID's Democracy and Growth team and the U.S. Embassy supported the establishment of a contract between the **Savings Bank of Madagascar (CEM) and Western Union** to provide money transfer services. This has enabled ordinary citizens to access funds from foreign sources as easily and securely as do large clients of international banks.

- Also in 1998, USAID's Natural Resources team continued to promote the efforts of vetiver suppliers (up to 20 from 2 in 1997) who produce this high value fibrous root that provides biological stabilization of agricultural lands and rural roads through the country. The vetiver suppliers formed the **Madagascar Vetiver Association**, which in 1998 received third prize from the **worldwide Vetiver Network** for its results in promoting vetiver for water management and erosion control.

The polio campaign mentioned above, and the National Environmental Action Plan discussed below, are positive examples of fostering multi-donor collaboration with Malagasy leadership to achieve results. One other example of that type of partnering is USAID's **Legal Reform** program, where USAID is collaborating closely with the World Bank and other donors, coordinated by the Ministry of Justice, on a number of efforts to improve the rule of law. Key outcomes in 1998 include compilation of commercial legal texts, so that they will be readily accessible to legal practitioners and the public at large; modernization of Business Law; and development of an action plan to reduce administrative barriers to trade and investment.

Institutional Capacity Building: USAID Madagascar's successful approaches to increasing capacity for innovative use of modern information technology in decision-making are described in a complementary R4 Annex on Program Integration and Synergy. The Annex highlights exciting institutional capacity building with the telecommunications sector, the National Assembly, and the National Statistics Institute, among others. Some other successful efforts in capacity building follow.

Recognizing that capacity building takes time, in 1989, USAID Madagascar made a **long-term commitment** to strengthening Malagasy institutions necessary to preserve and protect its rich biodiversity, and it has **maintained that commitment for a decade**. Recent successes with Africa's first environmental endowment, the *Tany Meva* Foundation, are discussed under "Successful African Ownership and Leadership" in the following section. Two other organizations that have benefited from the long-term commitment to capacity building are the **National Parks Service (ANGAP)**, and its **National Office of Environment (ONE)**.

In 1998, **ANGAP** completed an extensive and participatory examination of various alternatives for the institutional and legal framework required by a national parks service, in order to finalize and submit a detailed proposal for a National Parks Act (COGAP) to the National Assembly. Passage of this Act will provide ANGAP with the authorities necessary to pursue its mandate to manage the country's unique biodiversity heritage. USAID and its partners will continue to monitor the development of COGAP through their participation on the ANGAP Advisory Committee, and work with key members of ANGAP's Board of Directors to ensure that ANGAP receives the authorities conveyed by this Act. The National Parks Act will enhance ANGAP's enforcement role, enabling even more effective management of the national parks system. ANGAP has played a critical role this year in preventing environmental degradation of two of Madagascar's natural wonders; i) controlling illegal mining of sapphires in the Ankarana Reserve, and ii) securing high-level GOM review of mining permits granted which ignored environmental impact legislation and eco-tourism designated zones in the area surrounding the Isalo National Park, the Grand Canyon of Madagascar.

USAID and its partners are also helping **ONE** clarify its mandate, as competition for control of Madagascar's rich natural resources brings extraordinary pressures to the process of environmental reviews. In 1998, ONE made significant strides toward ensuring the integration of environmental considerations into national, regional and local planning, policy, and decision-making. ONE has been given the responsibility for ensuring that environmental monitoring is part of the national locust campaign, thus helping to safeguard human health and biodiversity in protected areas and agriculturally productive watersheds that would otherwise have been imperiled by unchecked pesticide use.

Successful African Ownership and Leadership: All of USAID Madagascar's efforts build on successful African ownership and leadership. Experiences that deserve special mention are:

- In January 1999 the GOM signed a contract with MUST SARL, a Malagasy-owned company, for the sale of **FAMAMA**, a GOM-owned cashew processing factory and plantation in the northern city of Mahajanga. This is the country's **first non-bank privatization** under the current structural adjustment program, and the fact that it was sold to a **Malagasy buyer** has considerable symbolic importance as nationalist sentiment runs high in this island economy. FAMAMA had been operating at less than a tenth of its 3000-ton per year capacity since it was built in 1987, but USAID's partners helped provide a blueprint to make it profitable. With a relatively new factory still in good condition, and access to 24,000 hectares for growing cashews, FAMAMA is expected to become a major economic development motor for the north corner of Madagascar, with an enterprise that is eco-friendly.

- USAID remains a valued partner contributing to Madagascar's **National Environmental Action Plan (NEAP)**. The NEAP was prepared in 1988, and invited the participation of a large group of donors, international agencies, and NGOs. The overall objective of the 15-year NEAP is to assist the Malagasy people to protect and improve their environment, while concurrently working for sustainable national development and economic growth. Donor support of the first phase of the NEAP, called EP1, totaled US\$150 million and EP2 is another \$150 million.

- Since 1992, USAID has used project assistance, non-project assistance, and policy dialogue to nurture the creation of Africa's first environmental foundation, **Tany Meva**. In 1997, **Tany Meva** elected its first board, all Malagasy nationals, and in 1998, it added an international member from an international environmental foundation to help provide a broader perspective. In 1998, **Tany Meva** awarded, monitored, and evaluated grants totaling almost US\$440,000 to 40 indigenous NGOs for implementation of sustainable natural resource management activities. Also during 1998, USAID registered **Tany Meva** as an indigenous PVO and, importantly, the Foundation received its 501(c)(3) status under the Internal Revenue Code. The new status will make it eligible to receive a direct grant from USAID and to encourage other U.S. donors (private and commercial) to contribute to its endowment or its revenue for grant making. Thus **Tany Meva** is well on its way to becoming a mature partner contributing to the goals of the NEAP.

ANNEX H: USAID MADAGASCAR PROGRAM INTEGRATION & SYNERGY

The USAID program in Madagascar is exemplary in terms of its emphasis on integration and synergy among its three inter-related objectives -- *improved environment for private initiative, smaller, healthier families, and biologically diverse ecosystems conserved in priority conservation zones* as they combine to achieve the Mission Goal of *reduced poverty*.

USAID's achievements through the Presidential Leland Initiative have leveled the playing field for access to information on all subjects, from anywhere in the world -- by all Malagasy citizens. If it is true that "information is power," then USAID is indeed empowering the population. Madagascar is an island that was politically and economically isolated for centuries prior to opening up to the West in the mid-nineteenth century. Due to geography and colonial heritage it has remained peripheral to most mainstream events of the twentieth century. The 18-year socialist dictatorship from 1975 to 1993 maintained tight control of political, economic, and social systems. Most citizens in the mountainous, isolated villages heard little of the world outside beyond a few kilometers from home. The maxim "information is power" was well demonstrated, and very few people had it.

The telecommunications industry was a government monopoly vested in the national communications agency, TELMA, and proportionately few Malagasys used the service for domestic needs, let alone international. As late as 1996, prior to USAID's efforts, Madagascar's trade, business, professional, academic, civil society, and other communities still had to rely on very expensive and unreliable telephone, fax, surface, and air mail, for simple business transactions and most exchange of information and knowledge. There was one expensive public sector-owned Internet service provider (ISP), owned by TELMA; data transfer was unstable, unreliable, and slow; and there were only an estimated 200 Internet customers, all of whom were in the capital city of Antananarivo. In a scant two years, with only about US\$100,000 in direct Leland Initiative funding, but with significant USAID and Embassy dialogue and encouragement, there are now nine ISPs providing more affordable, faster service to some 1500 customers. Electronic commerce is beginning to increase market access to Madagascar's domestic producers without the use of profit-extracting foreign intermediaries.

In addition, the USG's policy dialogue was convincing enough that the GOM accepted a regulatory framework and agreed to bid new cellular and other value-added services, in addition to Internet, on the open market, thus breaking the government monopoly on these services. There are now four cellular service providers competing for an expanding market. The competition among ISPs and cellular providers has brought lower prices, and more importantly, reliable service. Use of Net-phone connectivity is becoming more widespread in business and other forms of social and economic intercourse, throughout different socioeconomic strata.

With USAID nurturing, the nine ISPs established an association through which they conduct effective negotiations with the national telecommunications agency, TELMA, on items such as tariffs and other reforms to level the playing field. In January 1999, TELMA agreed to trade off the remainder of the Leland bandwidth subsidy to procure equipment to connect two important secondary cities to the national gateway: Tamatave which is the main harbor, and Antsirabe, which is one of the largest industrial towns. It also agreed to ensure the payment of the integral cost of

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the satellite link beginning February 1999. This devolution of control of information is a concrete example of central GOM support to new decentralization efforts, which the Malagasy voters affirmed in a national referendum last year. It also bodes well for increasing international trade and investment.

On a grassroots level, USAID's Leland Team has worked with the U.S. Peace Corps, U.S. Information Service (USIS) and the Malagasy Ministry of Education to establish a GLOBE program, based on the Vice Presidential Initiative. Madagascar is the most active GLOBE Partner in Africa. Teachers, students, and Peace Corps Volunteers in 15 "cluster" secondary schools, which in turn work with about 30 related middle schools, engage in hands-on learning about their environment, while contributing to global scientific understanding of the world. In 1998, 14 of the 15 GLOBE schools in Madagascar consistently reported atmospheric data on a weekly basis. These data are fed into the National Oceanographic and Atmospheric Agency's (NOAA) system, and then provided back to the students in graphic form, for them to ground-truth further and report back. The students are thus being educated about environment, health, technology, and geo-political networking while in their remote villages.

On an institutional level, Leland technicians collaborated closely with USAID's Democracy and Growth (D&G) team to provide technical assistance, Internet connectivity, and training to Madagascar's National Assembly. First, the new connections allow the Assembly access to legislative, legal, academic, and other databases worldwide, to enable it to undertake economic and other research and analyses: the Assembly's Library and Research Unit prepared for the visit of the Chinese Vice-President by researching the Chinese parliamentary system, and the Chairman of the Foreign Affairs Committee uses Internet for research regularly. Second, D&G and Leland's assistance in the creation of a National Assembly website in 1998 will eventually allow Madagascar's citizens (as cybercafés become more widespread) to communicate directly with their elected representatives, fostering improved transparency and widespread participation in this key democratic institution.

Given Madagascar's size and generally poor infrastructure, ***the ability afforded by the Leland Initiative to read and manipulate important data sets virtually, in Antananarivo or the provinces, across ministries/agencies, has precipitated a fundamental, and positive, change in the way Malagasy's view and use information.*** Madagascar is truly at the "take-off" point on the information superhighway.

Leland technicians and SO teams have provided equipment, training, and technical assistance to the Institute for National Statistics (INSTAT), and are helping INSTAT improve its connectivity in the provinces. This access to INSTAT data and analyses at the regional level is critical to planners and technicians across all sectors engaged in decentralization to autonomous provinces ushered in by the 1998 Constitutional Amendment. The regional INSTAT office in Fianarantsoa, for example, has just begun using email to communicate with colleagues in INSTAT and other offices in other regions, thus increasing professional exchange at low cost. USAID's demographic, environmental, economic, and other specialists have worked with Leland and INSTAT to assure that the newest technologies, including POPMAP, MAPINFO, and other Geographic Information Systems (GIS), are used in this decentralized regional planning fora.

Building on this base, USAID's natural resources team has helped its partner the National Parks Service, ANGAP, to work with INSTAT to link the 1997 Demographic Health Survey data with environmental data bases, providing improved environmental, humanitarian and disaster and health monitoring now in its eco-regional planning processes, and laying the groundwork for combined GIS and census data mapping in the future. Again in the Fianarantsoa Region, a USAID-funded ENV/POP Fellow is preparing "population-environment" overlays using GIS tools which will help improve ANGAP, INSTAT, and other planners' and technicians' capabilities to analyze the interactions among demographic, health and environmental conditions through time over a wide portion of southern and eastern Madagascar.

The broad-based successes of the Leland efforts have also allowed the Mission to improve its disaster response and humanitarian programming. One focus of USAID's Food Security and Disaster Unit (FS/D) is disaster Preparedness, Mitigation, Prevention and Planning (PMPP). FS/D is extending the Africa-wide Famine Early Warning System (FEWS) methodology and meteorological network to Madagascar, thus contributing to and drawing from that rich regional database. In 1997, USAID's use of such data in the analysis of the impact of the El Nino Phenomenon on the Malagasy agricultural season prevented diversion of significant development resources to disaster relief. Because of Leland equipment and training, USAID was able to use the Net to disseminate findings and analyses rapidly to more professionals using a webpage created for this purpose. USAID continues to post FEWS data to the website, which is funded by the European Union, for use by the GOM and other interested planners.

USAID was instrumental in the creation of an inter-agency Disaster Response Steering Committee in Madagascar (French acronym: CRIC), composed of donor and other disaster-active representatives, under the National Disaster Management Unit (CNS) of the Ministry of the Interior. In 1998, the PMPP focus was on a major locust invasion, necessitating close collaboration between the humanitarian FS/D and USAID environmental team. The Mission has provided funding to a number of agencies to assure the availability of sufficient scientific data to more fully inform the public on the impact of chosen pesticides on non-target organisms, and to allow the development and commercialization of locally produced bio-pathogenic alternatives to pesticides. Together this package will offer, to all interested donors, environmental compliance criteria needed to inform decisions on continued funding of the locust campaign.